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**International Journal of Choice Theory and Reality Therapy:  
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**EDITOR'S NOTE:**

The fall, 2017 issue of IJCTRT will focus on the future of the WGI organization, both nationally and internationally, as authors will seek to describe—from various perspectives-- what will likely happen to it and to its membership, too, for many, many years to come!

All correspondence, and/or requests for further information, regarding the fall (2017) issue of the Journal should be sent to Dr. Patricia Robey at [patrobey@gmail.com](mailto:patrobey@gmail.com), who will be serving as the "Guest Editor" for this issue of the Journal.

## **INTRODUCTION TO THE JOURNAL, ITS EDITOR, EDITORIAL BOARD, AND ESSENTIAL INFORMATION REGARDING THE JOURNAL**

### ***IJCTRT* Editor:**

The editor of the *Journal* is **Dr. Thomas S. Parish**. Dr. Parish is an Emeritus Professor at Kansas State University in Manhattan, Kansas. He earned his Ph.D. in human development/developmental psychology at the University of Illinois in Champaign-Urbana, Illinois, and subsequently became CTRTC certified, specializing in the areas of mental health, educational counseling, and marriage and family counseling. He has authored hundreds of refereed journal articles (many of which having focused on CT/RT) that have appeared in more than thirty different professional refereed journals. He has an extensive background in designing and conducting research studies as well as developing strategies for the implementation of Choice Theory and Reality Therapy. He is currently serving as a consultant for LDS Family Services, which is located in Independence, Missouri. This organization provides various psychological and family services to much of Kansas and Missouri. Any correspondence, including questions and/or manuscript submissions, should be sent to Dr. Parish at: [parishts@gmail.com](mailto:parishts@gmail.com) You may also contact him by phone at: (785) 845-2044, (785) 861-7261, or (785) 862-1379. In addition, a website is currently operational for the Journal. It is [www.ctrtjournal.com](http://www.ctrtjournal.com). Plus the Journal is no longer password protected on the William Glasser Institute (WGI) website, so anyone can now gain access to it, any time, 24/7!

### **Guest Editor for This Special Issue of the Journal:**

**Patricia A. Robey**, Ed.D., Associate Professor at Governors State University, University Park, Illinois, Licensed Professional Counselor, and Senior Faculty of WGI-US and William Glasser International.

### ***IJCTRT* Editorial Board:**

Besides **Dr. Thomas S. Parish**, who serves as the editor of the *Journal*, there is also in place an outstanding team of individuals who have agreed to serve on its editorial board. They are:

**Emerson Capps**, Ed.D., Professor Emeritus at Midwest State University, plus serves as a member of the William Glasser Institute Board of Directors, and as a faculty member of the William Glasser Institute.

**Janet Morgan**, Ed.D., Licensed private practice professional counselor in Columbus, Georgia.

**Joycelyn G. Parish**, Ph.D., is a former senior research analyst for the Kansas State Department of Education and is currently a licensed clinical psychotherapist in Topeka, Kansas.

**Patricia A. Robey**, Ed.D., Associate Professor at Governors State University, University Park, Illinois, Licensed Professional Counselor, and Senior Faculty of WGI-US and William Glasser International.

**Brandi Roth**, Ph.D., licensed private practice professional psychologist in Beverly Hills, California.

**Jean Seville Suffield**, Ph.D., Senior Faculty, William Glasser International, as well as president and owner of Choice-Makers@ located in Longueuil, Quebec, CANADA.

**Jeffrey Tirengel**, Psy.D, M.P.H., Professor of psychology at Alliant International University, and also serves as a licensed psychologist at Cedars-Sinai Medical Center in Los Angeles, California.

**Robert E. Wubbolding**, Ed.D., Professor Emeritus at Xavier University in Cincinnati, Ohio, and is the Director for the Center of Reality Therapy, also in Cincinnati, Ohio.

***IJRTCT* Technical Advisor:**

Finally, since the *IJCTRT* is currently an on-line journal, we have also chosen to have a "Technical Advisor" working with the editor and the editorial board. He is **Glen Gross**, M.Ed., Learning Technology Specialist, from Brandon University in Brandon, Manitoba, Canada.

***IJCTRT* Mission:**

*The International Journal of Choice Theory and Reality Therapy* is directed toward the study of concepts regarding internal control psychology, with particular emphasis on research, theory development, and/or the descriptions of the successful application of internal control systems through the use of Choice Theory and/or Reality Therapy.

**Publication Schedule:**

*The International Journal of Choice Theory and Reality Therapy* is published on-line semi-annually in the fall (about October 15) and spring (about April 15) of each year.

**Notice to Authors and Readers:**

Material published in the *International Journal of Choice Theory and Reality Therapy* reflects the views of the authors, and does not necessarily represent the official position of, or endorsement by, the William Glasser Institute. The accuracy of the material published in the *Journal* is solely the responsibility of the authors.

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**Indices of Previous Authors and Titles:**

Indices of Previous Authors and Titles are Located in the Following Volumes:

Vols. 1-5 in Vol. 6.1; Vols. 6-10 in Vol. 10.2; Vols. 11-15 in Vol. 16.2; Vols. 16-20 in Vol. 20.2; Vols. 21-24 in Vol. 25.2; Vols. 26-30 in Vol. 31.2; Vols. 32-36 in Vol. 36.2.

## **INTRODUCTION TO THE SPECIAL HISTORICAL EDITION OF THE *INTERNATIONAL JOURNAL OF CHOICE THEORY AND REALITY THERAPY***

Patricia Robey, Ed.D., Guest Editor

### **Abstract**

Understanding the past informs the present and gives guidance for the future. This introduction to the special historical edition of the Journal provides support for interest in the history of the Glasser organizations and encouragement for future direction.

---

It was August, 1994, in New Brunswick, Canada, a few days prior to the beginning of my Basic Week Instructor endorsement phase. Senior Faculty member Perry Good was leading a certification group and I asked her if I could be an observer during the process. Perry was one of those "larger than life" personalities in the Institute. I admired her energy, her confidence, her humor, her wonderful books, and her competence in teaching Dr. Glasser's concepts and practices. She agreed that I could join her, but with the caveat that I would be an active participant, and sometimes co-leader, not just an observer, during my time in the group. I was so honored that she would ask me to be involved in this way and appreciated her generous spirit.

Every day Perry and I arranged for time to discuss the group's process and to evaluate what was going well, what we might change, and what we hoped to accomplish the next day. Perry and I were having lunch together one day and after our usual discussion she asked me about my preparation for the instructor endorsement. I told her about what I had planned to present for endorsement and what I hoped to do when I became an instructor. I showed her the workbook I had prepared that included a proposed schedule and handouts I had created as well as some handouts that I had collected from others during my own training.

As she looked over the workbook she became uncharacteristically quiet. I asked her if something was wrong and she said, no. Then she said something that stayed with me to this day. She said that those of us who were currently in training had no idea about all the work that went into developing the training. She talked about the struggles that those early members of the Institute experienced as they tried to come to agreement about what training should look like and how to define competency. Materials were developed and were freely shared; the goal was to provide tools so that the ideas could be effectively taught. Few people thought about copyrights, or even thought to put their names on the materials they produced.

Lunch was over, the conversation ended, and we returned to the certification group. I went on to become endorsed and returned home to teach and live Glasser's ideas.

But Perry's words were not lost on me. Her comments have tickled my imagination many times since that day in 1994. I have often thought that *someone* should be sure to track the history of the Institute for Reality Therapy, the Institute for Reality Therapy, Control Theory, Lead Management, and Quality Schools, the William Glasser Institute, and now William Glasser International, *and* all the affiliated organizations around the world! Finally I realized that "*someone*" could be me.

It made sense to me that the Journal would be a good place to share our history. It is free and available to others outside of our organization who might be interested in learning more about us. I told Journal editor, Tom Parish, about my idea for a special edition of the Journal and he was enthusiastic about the idea. Because this project is important to me, I asked him if I could take on the role as Guest Editor for this special edition. He agreed, and he also said that we should have an issue that focuses on the future of Choice Theory and Reality Therapy. He encouraged me to be the Guest Editor for that edition as well. I am honored to do so and look forward to reading your submissions for that edition.

(Please also see Tom Parish's invitation in this Journal to submit to upcoming topically-driven issues of the *International Journal of Choice Theory and Reality Therapy*.)

**"History is not a burden on the memory but an illumination of the soul."**

*Lord Acton*, English Catholic historian, politician, and writer

My history with Reality Therapy (RT) began in 1986 when I became a volunteer with Aunt Martha's Youth Services, Inc. in Park Forest, IL. Everyone at Aunt Martha's was taught RT. I found RT to be a powerful way to help people learn what they could control and to make plans for moving forward, even when they were feeling disempowered by their inability to control social, cultural, and economic challenges. It was at Aunt Martha's that I met Bernadette Maune, who was to become my mentor and friend. You can read more about the history of Aunt Martha's in Bernadette's contribution to this journal.

I am grateful to Aunt Martha's for sponsoring me through my certification and faculty training. In return, I continued my work with the agency, training many staff and volunteers until 2015. I had the pleasure of working there with the amazing Dick Hawes. Dick was warm, wise, and witty. I will never forget the laughter and the learning we shared through all those years.

**"History isn't about dates and places and wars. It's about the people who fill the spaces between them."**

Jodi Picoult, *The Storyteller*

The entries in this journal seem to prove Picoult's point. As I read the submissions, I found articles that presented factual reports of events. Others were very personal. Some of these articles read a bit like love stories, written in acknowledgement of Dr. Glasser and the many other important people who have guided us over the years. I often had tears in my eyes as I read these heartfelt stories.

The people, the people, the people! It *is* all about relationships, isn't it? It would be impossible to list all the people who have touched my life through my work with the Institute. *Everyone* I've met through this amazing journey has influenced my life.

I would like to highlight, with great appreciation, the instructors who guided me through my own training. I still remember all of them: Jeanette McDaniel (Basic Week); John Munger (Basic Practicum); Bob Wubbolding (Advanced Week); Denise Hunter (Advanced Practicum); Nancy Buck (Certification Week); Carleen Floyd (now Glasser) and Art Sheil (Basic Practicum Supervisor); Barbara Hammel-Olsen and Francine Bélair (Advanced Practicum Supervisor); Kathy Curtiss and Bob Hogle (Basic Week Instructor, phase 1); Diane Gossen and Shelley Brierley (Basic Week Instructor, phase 2); Al Katz and Bob Wubbolding (Basic Week Instructor, endorsement); and endorsement as senior faculty by Dr. Glasser.

I must also mention Linda Harshman, who recognized leadership in me and helped me nurture my leadership while I was on the board and beyond. She allowed me into her life in a personal way and I came to love her.

Finally, I would be remiss if I didn't acknowledge my husband Rich, my children, Kelly, Rich, Erin, and Brian, and my extended family, whose love and support throughout all my years in this learning adventure has been immeasurable.

**"If you want to understand today, you have to search yesterday."**

American novelist, Pearl Buck

Our past informs our present, and through our memories we can hope to replicate the best in ourselves and to learn from our struggles. The articles in this Journal provide only snapshots of our history. They are not fact-checked; they are based on the perception of the authors. As Barnes Boffey noted in the article that is based on his keynote from the WGI-US 50<sup>th</sup> Anniversary Celebration Conference in 2015, the goal was to "share a little bit of the history of this organization *as I know it.*" My hope is that we will continue to share our stories in future journals, so that the richness of our experiences lives on in our memories.

But now to the future . . .

As Kim Olver mentions in her message in this Journal, it is important to remember the past but also to look forward to the future. I am eagerly anticipating the submissions that will come toward our next edition. We have a lot of work to do to maintain Dr. Glasser's legacy while also bringing in new research to support his theory.

**"If the future is to remain open and free, we need people who can tolerate the unknown, who will not need the support of completely worked out systems or traditional blueprints from the past."**

Margaret Mead, American cultural anthropologist

I would like to thank the members of the William Glasser International Board and all affiliate organizations, past, present, and future, for all of their hard work. These people have demonstrated that they are capable of meeting the criteria Mead suggested as important for future change. For organizations largely built on the hard work of volunteers, what we have done as an entire system is truly remarkable.

I spent much of my adult life in sales. We were taught to "Sell the benefits, not the features," what I've heard Bob Wubbolding refer to as the WIIFM (What's in it for me?). As I think about the future of our organization, I think these maxims are something to consider. As we know, people, and systems, are motivated to get their needs met. In our efforts toward growth, let's share ideas of what is needed and how we can tailor our "product" to address current issues. Toward that end, I am looking forward to your contributions to the next issue of the International Journal, which will focus on, as Tom Parish describes it, "The Future of Everything Glasser!"

(Please address any questions and/or your submissions for the next Journal to [patrobey@gmail.com](mailto:patrobey@gmail.com))

## **Brief Biography**

**Patricia A. Robey**, Ed.D., LPC, NCC, CTRTC is an associate professor of counseling and program coordinator for the Master's in Counseling Program at Governors State University, University Park, Illinois. Dr. Robey teaches courses at both the master's and doctoral levels. Dr. Robey is a licensed professional counselor and specializes in applying reality therapy and Choice Theory® in her work with individuals, couples, families and groups. Dr. Robey is a senior faculty member of the William Glasser Institute – US and William Glasser International. She has authored and co-authored numerous articles and book chapters on applications of Choice Theory and reality therapy and is lead editor and contributor to the book *Contemporary Issues in Couples Counseling: A Choice Theory and Reality Therapy Approach*.

## **Historical Interviews for Further Reading:**

Robey, P. A. (2016). "Hand-in-hand for Happiness:" An interview with Rose Inza-Kim. *International Journal of Choice Theory and Reality Therapy*, 35(2), 45-48.

Robey, P. A. (2015) Keeping the Flag of Choice Theory and Reality Therapy Flying: An Interview with Robert Wubbolding. *International Journal of Choice Theory and Reality Therapy*, 34(2), 35-41.

Robey, P. A. (2015). Working toward a more peaceful world: An interview with Jim Montagnes. *International Journal of Choice Theory and Reality Therapy*, 35(1), 57-62.

Robey, P. A. (2014). Living and loving everything choice theory: An interview with Kim Olver. *International Journal of Choice Theory and Reality Therapy*, 33(2), 86-91.

Robey, P. A. (2014). Together we can do it! Part two of an interview with Kim Olver. *International Journal of Choice Theory and Reality Therapy*, 34(1), 38-43.

Robey, P. A. (2013). "It's all about relationships." An interview with Linda Harshman. *International Journal of Choice Theory and Reality Therapy*, 32(2), 78-84.

Robey, P. A. (2013). With thanks to Bill Glasser: An interview with Brian Lennon. *International Journal of Choice Theory and Reality Therapy*, 32(1), 125-130.

Robey, P. A. (2012). "It's your fault, Bill Glasser." *International Journal of Choice Theory and Reality Therapy* 32 (1). 48-56.

Robey, P. (2011). Reality therapy and choice theory: An interview with Robert Wubbolding. *The Family Journal*, 19 (2), 231-237.

Robey, P., Britzman, M., Burdenski, T. K., Crowell, J., & Smith Cisse, G. (2011) Systemic applications of choice theory and reality therapy: An interview with Glasser Scholars. *The Family Journal*, 19, (4), 427-433.



**2010 Board Meeting, El Segundo, CA**

Front Row, left to right: Carleen Glasser, Bill Glasser, and Linda Harshman  
Back Row left to right: Bob Wubbolding, Judy Comstock, Lucy Billings Robbins, Georgellen  
Hofhine, Pat Robey, Judith Claps, Tom Parish, Frank Dunn, Emerson Capps

(Photo courtesy of Pat Robey)

**Dear WGI members and friends—This is a special invitation for you from Tom Parish:**

Welcome to the first in a series of various topically-driven issues of the *International Journal of Choice Theory and Reality Therapy*. Basically, each topic is intended to be independent of the others, though they may be related to one another in various ways. These topics, the date of each issue, and the guest editor(s) of each, appear below:



<b><u>Date of Issue</u></b>	<b><u>Topic to be Covered</u></b>	<b><u>Guest Editor Assigned</u></b>
Spring, 2017	The History of WGI	Patricia Robey
Fall, 2017	The Future of Everything Glasser	Patricia Robey
Spring, 2018	Multicultural and International Perspectives of All Things Glasser	Janet Morgan
Fall, 2018	Health, Disability, and End-of-Life Issues and How They Relate to Everything Glasser	Jeffrey Tirengel
Spring, 2019	Religious and Spiritual Perspectives and Their Connections to All Things Glasser	Ernie Perkins
Fall, 2019	Past Contributors & Their Contributions To All Things Glasser	Robert Wubbolding Thomas Parish

Notably, each guest editor, listed above, will be seeking to find authors who wish to contribute writings and/or research directed toward each of these topics. If the reader is interested in providing something pertaining to any of these topics, s/he is urged to send a one page "idea paper" to the guest editor associated with that particular topic. In addition, the guest editor(s) will be inviting individuals to also submit "idea papers" that seem to be well suited for inclusion in their issue of the Journal. Assuming that the "idea papers" seem to be of high interest to the Journal's readership, these authors will then be encouraged by the guest editors to expand their ideas for final consideration and possible inclusion in that particular issue of the Journal.

**Guest Editors' Names and Other Essential Information:**

<b><u>Name</u></b>	<b><u>e-mail address</u></b>	<b><u>Phone number</u></b>
Patricia Robey	<a href="mailto:patrobey@gmail.com">patrobey@gmail.com</a>	(708) 977-4290
Janet Morgan	<a href="mailto:jmfainmorgan@gmail.com">jmfainmorgan@gmail.com</a>	(706) 892-8583
Jeffrey Tirengel	<a href="mailto:jbtirengel@gmail.com">jbtirengel@gmail.com</a>	(310) 854-2660
Ernie Perkins	<a href="mailto:ernie@ernieperkins.org">ernie@ernieperkins.org</a>	(405) 562-6503
Robert Wubbolding	<a href="mailto:wubsrt@fuse.net">wubsrt@fuse.net</a>	(513) 561-1911
Thomas S. Parish	<a href="mailto:parishts@gmail.com">parishts@gmail.com</a>	(785) 845-2044

Next, while these next six issues of the Journal will be topically focused, other articles, not related to these topics noted above, will also be considered for inclusion in these six issues, though they will likely appear in a separate section of each issue of the Journal. These proposed articles, which are not focused on the topics at-hand, should be submitted to the Editor of *the International Journal of Choice Theory and Reality Therapy* at [parishth@gmail.com](mailto:parishth@gmail.com)

## THAT WAS THEN... A MESSAGE FROM THE WILLIAM GLASSER INTERNATIONAL EXECUTIVE DIRECTOR

Kimberly M. Olver

### Abstract

Dr. Glasser didn't spend much time talking about the past, but the author notes that it is important to remember the history of the William Glasser organization and to appreciate the efforts of all the people who have contributed to the development and teaching of Glasser's ideas. Following Glasser's lead, it is also important to look forward to the future of these ideas and how the organization can work together to ensure that his contributions continue to develop, especially through the use of research and evidence-based practice.

---

When my dear friend, Dr. Patricia Robey, first spoke to me about her idea to capture the history of William Glasser International, Inc. (WGI) in the *International Journal of Choice Theory and Reality Therapy*, I was struck by what a huge and honorable undertaking that would be. Both of us are currently a part of this wonderful organization but neither of us were there in the very beginning. For this reason, I was both surprised and honored to be asked to write an introduction to this Journal.



Dr. Glasser wasn't much for talking about the past. He was all about recognizing where you are now and moving in the direction you want to go and I agree with him. However, when we are talking about an organization with the magnitude of WGI, I believe it is important for those who come after us to be able to have our history recorded so they can understand the shoulders on which they stand.

Jim Roy accomplished so much of this in writing *William Glasser: Champion of Choice* (2014), a biography of Dr. William Glasser. Glasser founded and was the heart of WGI but there were many supporting players. Dr. Glasser forged his own way, carving out a niche for himself in the counseling and education worlds when those in his own profession of psychiatry didn't want to hear him. I was drawn to WGI because of its message of hope and empowerment. I love that we don't accept mainstream thinking about mental illness. I love the focus on wellness and on a person's ability to improve the relationships in their lives by learning to release the desire to externally control other people. These ideas have changed my life.

What follows is my recollection of my personal history with the WGI and the joy it has brought into my life.

My Choice Theory journey began in 1987, when I was hired as a case manager for Counseling & Care, Inc., a specialized foster care agency in central PA. When I was hired, I was told Reality Therapy was the philosophical base of their agency and three weeks after being hired, I was sitting in my basic intensive training with Nancy Buck. How lucky was I? Nancy was the type of trainer that inspired me to want to know more. In fact, after my training with Nancy I remember saying to myself, "I want to be you when I grow up." Nancy had two sons; I had two sons. I figured if she could travel all over the country teaching, so could I. And now I do!

I had wonderful trainers along the way. As I think back on my certification process, it is the power of the information and the magnetism of my instructors that stand out for me. I was taught by Al Katz, Peter Appel, Teresa Storer and Tom Smith. When I got certified, it was 1992 in Vancouver, BC Canada. There were several, perhaps ten, certification groups. So many people were going through training. So many people were using Choice Theory ideas. Then, as I followed the faculty track, I worked with many intelligent, talented, introspective people – Karen Sewall, Art Shiel, Marty Price, Pierre Brunet, Rhon Carleton, Sister Elizabeth Tham and Al Katz again. I studied such greats as Kathy Curtiss, Stephen English, Bob Sullo and Pat Robey. WGI consists of Dr. Glasser's ideas coupled with the people who brought those ideas to life. I am forever indebted to them.

Dr. Glasser was never big on research. He was too busy doing the work, as were his followers. We are an organization of clinicians and educators, not researchers. Dr. Glasser did not make any friends in the field of psychiatry, particularly when he wrote his book, *Warning: Psychiatry Can be Hazardous to your Mental Health!* (2003). Universities labelled him as the man who didn't believe in mental illness. This did not help us in the research department. People who worked in the field gravitated to Choice Theory because it works. People who researched weren't interested in Choice Theory because they didn't understand its value. Consequently, Choice Theory is currently not listed as an evidence-based practice (EBP) with the National Registry of Evidence-based Programs and Practices (NREPP). We have much work to do to gain the acceptance of our research-oriented peers, but anyone who has ever studied and implemented Choice Theory knows its power.

Over the years, training numbers have diminished in the US, while they rise in places like Japan, Korea and Europe. Much has been hypothesized about why that is. I believe our lack of EBP hurts us. In the US, insurance companies only reimburse clinicians for using EBP. Companies only pay for training in EBP programs. We are currently pursuing designation as an EBP but in the meantime, our work will continue. Truth cannot be silenced.

Currently, our programs are taught by 200 faculty members around the globe. Almost 100,000 people have had our basic intensive training. Countless people have been helped and influenced by those who have learned and apply these concepts.

WGI will continue, I am certain, as long as there are people interested in the power of Choice Theory. For me, Choice Theory began as an explanation of human behavior. Then it became a GPS map to help me navigate the system of the bizarre behaviors of physically and sexually abused children, then it became how I parented my children and then, with the introduction of the Connecting and Disconnecting Relationship Habits, it has become the way I aspire to live my life. Choice Theory has changed, and will continue to change, the lives of those who come into contact with it.

In honoring Choice Theory, I think we owe our founder, Dr. Glasser, this wonderful collection of memories about his WGI dynasty. My caution though is that we not get stuck there. We are perfectly imperfect. WGI is made up of people, all with their own needs and desires. Over the years we have had jealousies, frustration, and even anger. We have not always behaved in accordance with our principles. Anyone well-versed in the teachings of Choice Theory knows, "Revisiting [our] painful past can contribute little or nothing to what we need to do now." The rest of Dr. Glasser's quote mentions that what we need to do now, and always, is to improve the relationships we have with the important people in our lives.

In fact, the one thing that remains constant and memorable over everything else in my memory of WGI is the relationships that were forged through our association with one another around Dr. Glasser's teachings. Way more prevalent than any jealousy, resentment, and anger was learning, respect, and love—most importantly love.

Dr. Glasser taught about the importance of relationships to one's mental health and happiness and developed an organization that created pure joy in our relationships with each other. The vast majority of the adult friends I have are people I have met along my Choice Theory journey and I am all the richer for it.

## **References**

Glasser, W. (2003). *Warning: Psychiatry can be hazardous to your mental health*. NY: HarperCollins.

Roy, J. (2014). *William Glasser: Champion of Choice*. Arizona: Zeig, Tucker & Theisen.

## **Brief Biography**

**Kim Olver**, M.S., LCPC, NCC, BCC, sums up the goal of her work as helping people get along better with the important people in their lives, including themselves, at home and at work. Kim is a certified coach, trainer, counselor, speaker and author. She serves as the Executive Director of The William Glasser Institute and of William Glasser International.

Kim is the founder and president of Coaching for Excellence. She founded the Academy of Choice in 2010 and developed the process of *Choice Coaching*, which she employs with her clients and teaches to fellow coaches.

In addition to coaching and counseling, Kim is an award winning, bestselling author of *Secrets of Happy Couples: Loving Yourself, Your Partner, and Your Life* and has co-authored *Leveraging Diversity at Work: How to Hire, Retain, and Inspire a Diverse Workforce for Peak Performance and Profit* with Sylvester Baugh.



**WGI-US Faculty Retreat 2016, Dallas TX**

Left to Right front row: Susan Graham, Carla Atkinson, Kim Olver, Nancy Herrick, Kathy Randolph, Pat Robey

Left to Right back row: Laura Frey, Sharon Carder-Jackson, Mona Dunkin, James Atkinson, Dave Betz, Nancy Buck, Elijah Mickel, Lois Silva-Knapton, James Mishler, Zahra Khoshnevisan, Judy Comstock and Angel Cottom.

(Photo courtesy of Kim Olver)



**"In Loving Memory of Bill"**  
*A Watercolor by Carleen Glasser*  
January, 2017

## MY QUALITY WORLD PICTURE OF BILL

Carleen Glasser

### Abstract

In this memoir, Carleen Glasser shares her memories of how her life changed through her understanding of William Glasser's ideas, and ultimately for the twenty years she spent at Dr. Glasser's side, until his death in 2013.

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When we are very young, we often fall in love but we have no idea why. I soon discovered that was no longer true about me because of Bill Glasser. With Bill I finally understood the real reasons why people love one another.

Bill was a planter of seeds, who cultivated a bumper crop of innovative ideas that he eagerly shared with the world. He was a genius who asked important questions about life's most puzzling mysteries. He explored his fertile mind for solutions and found clear explanations we can all understand.

We put people who help us satisfy our needs in our own, quite unique Quality World. They become specific pictures in our memory that, once planted there, motivates all of our behavior. I immediately placed Bill in my Quality World in 1983, when I had my first encounter with one of the books he had written.

I was a 43 year-old, graduate student in Counseling at Xavier University and my brilliant professor, Dr. Robert Wubbolding, introduced me to the book, *Reality Therapy* (1965) by William Glasser, M.D. I was so impressed by this book that I could hardly put it down. When I finished it, I could not wait to read another one. The next Glasser book I read was *Take Effective Control of Your Life* (1984), which became *Control Theory* (1985), then many years later, this book was replaced by the book *Choice Theory* (1998).

Suddenly, I realized these ideas were much more than about counselors helping other people. They were about me taking charge of my own life and, at that moment in time, I chose to do just that. The seed was planted.

As a result of reading and re-reading his books, I decided to learn as much as I could possibly find out about the work of Dr. William Glasser. The things he spoke to me about in his books were so transformative, that I knew I would never be the same again. I started to change myself in profound ways. I began by taking the training offered by the Institute for Reality Therapy, The William Glasser Institute, now known as William Glasser International. I was Reality Therapy Certified in 1986 and became an Instructor for the Institute by 1989.

Over those years, while I was working on improving myself and teaching his ideas, Dr. Glasser, the innovator, the genius, continued to be a significant picture in my Quality World even though I did not know him personally. Finally, I spoke with him in person for the first time in 1990 at the Institute's annual convention in my hometown, Cincinnati, Ohio. The theme of that conference celebrated the 25<sup>th</sup> Anniversary of his book *Reality Therapy*.

A few months prior to the conference, as a member of the planning committee, I had the honor of meeting Dr. Glasser's lovely and dynamic wife, Naomi, who came to Cincinnati to advise us during the planning stages of the conference. I was captivated by her lively spirit and instantly connected with her. Over the next two years, I would see her at various

meetings, periodically, since I had been, by then, elected to serve on the Institute's Advisory Board. She was always very cordial and welcoming to all of us whenever we met.

Our friendly acquaintanceship was cut short when Naomi became seriously ill and sadly taken from us by cancer in December of 1992. Her untimely passing was a huge loss to everyone in the Institute. Naomi Glasser's enthusiastic involvement in the organization and her caring presence among us would be greatly missed.

Late in 1993, ten years after I had read the book, *Reality Therapy*, my marriage of many years was over. That fall, I was preoccupied with divorce proceedings and regretfully would be unable to attend the upcoming advisory board meeting in Los Angeles. I informed the Executive Director of the Institute, Linda Harshman, of the conflict I had in the dates. Dr. Glasser found out from her that I could not be there and she had also informed him of the reason why.

A few weeks later, Dr. Glasser wrote me a personal letter asking me if, after the divorce, I would consider seeing him. Since he was already in my Quality World, the decision was easy. A few months later, we got together and slowly began a loving relationship. On a warm, Saturday evening, July 8, 1995, we got married at our annual convention, which was held in Philadelphia that year.

Bill wanted to invite everyone in the Institute to come to our wedding and he thought the annual convention would be the best reception venue we could possibly imagine for the occasion. I thought it was a genius idea. We would be married at the beginning of the formal banquet, which had already been planned by the expert convention committee for the last evening of the conference. All we would have to do is pick up the marriage license at the historic Widows and Orphans Court, established by William Penn in 1683, then get dressed for a wedding and smile for the cameras.

Since Pennsylvania is a Quaker state, we could essentially marry each other without anyone there to officiate. All we needed to have were two witnesses. As it happened, about five hundred people came together that night in the city of brotherly love to witness the wedding and share our joy.

For twenty years Bill and I enjoyed an exciting and happy life together as a loving couple and as busy partners working side by side. Bill wrote eleven more books, one of which was *Choice Theory*. I edited all of them and co-authored four. We lectured together all over the world spreading his ideas and planting more seeds.

Bill's genius was in developing ways for all of us to grow with need-satisfying relationships. He taught me by example and listened carefully to me for a woman's point of view. The kind of love and respect he offered me provided a nurturing light source for my own creativity to blossom and thrive.

We both reaped the enormous benefits of communicating effectively and listening to what the other wanted. In him I found that singular connection none of us can live without, that one essential friend to love and be loved by. Ours was one of those rare occurrences of synchronicity, like grafting two different branches to grow on one tree. Together we were better and produced more than we would have alone.

In reference to our relationship, Bill often announced to our audiences, "We have never had a harsh word between us." He always told people we had decided from the beginning to

have a Choice Theory marriage. The success of our relationship can be attributed to that and to our unconditional love for one another.

Bill had an uncanny knack of getting into a person's Quality World with his wry sense of humor. He could captivate an entire audience with a few quick-witted words. He was a master of metaphor and he often told stories during his speeches to make a point. Because what he said rang so true to life, the room would soon fill with spontaneous laughter.

There were no "morning grumps" at our house. He had me laughing before I could open my eyes for the day. His jokes were still funny to me no matter how many times I had heard them. I laughed as hard all over again because it was the clever way he would tell it that made the joke funny. He said I was his best audience and a pretty good "straight man" too. He was right.

Besides being funny and wise and good and kind, Bill was my best friend in the whole world. He was the love of my life and I will always remember the garden of beautiful memories we planted during our brief time together. I lost Bill on August 23, 2013, but the love that we shared will sustain me for as long as I live. He will remain in my Quality World forever.

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### **Brief Biography**

Carleen Glasser is a Senior Faculty Member of the William Glasser Institute International and widow of the late William Glasser, M.D. As his wife, she co-authored four of the eleven books he wrote while they were married and she lectured extensively with him for over twenty years. She currently manages William Glasser, Inc., which has recently released a new book of Dr. Glasser's letters that provide answers to people from all over the world who wrote asking his advice. It is entitled, *Thoughtful Answers to Timeless Questions*, and is available from [wglasserbooks.com](http://wglasserbooks.com). Carleen continues to teach the ideas of William Glasser to help preserve his legacy for future generations.

## **NAOMI SILVER GLASSER AND SANDRA TRIFILIO WUBBOLDING – LIKE SISTERS!**

Sandie Wubbolding

### **Abstract**

In this article, the author shares some of her memories of Naomi Glasser. As co-chairs of the 1990 Reality Therapy Silver Jubilee Convention, Bob and Sandie Wubbolding worked very closely with Naomi Glasser during the 3 years of planning prior to the convention. Bob, a member of the Institute for Reality Therapy Board of Directors, was already well acquainted with Naomi at social as well as professional meetings. As their relationship evolved, Naomi and Sandie found they could complete each other's sentences and shared a fun, interesting, and caring friendship.

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"Naomi Glasser is a *formidable* woman" said Director of Event Scheduling at Dublin College, Dublin, Ireland. These were the first words out of his mouth when my husband Bob, Brian Lennon, and I, met to discuss the 1990 International Reality Therapy Conference. Naomi was clever, enthusiastic, bright, protective of, and proud of, her husband Bill, who was much less of a socializing person than Naomi. She cared for and protected everything and everyone involved in Glasser's works, writings, presentations, and conferences. She especially enjoyed small social gatherings and was the perfect hostess.

Naomi and I had many things in common, as my husband Bob was a leader, author, presenter, and senior faculty member for the Institute for Reality Therapy. We were good friends with Bill and Naomi. In 1987 while the four of us were having dinner, Naomi began the conversation, "Bill and I were talking... And Bill wants to name Bob as his director of training for the institute." Bob had been chair of the Professional Development Committee and in 1988 began a 23 year position of monitoring each of the groups at the certification weeks, answering questions, and especially acting as the counselor, teacher, and coach during role-play demonstrations in each certification group, and then engaging in a discussion pointing out procedures and his rationale behind his techniques. His quick wit, experience, and love of teaching enhanced the certification process for all involved.

While Naomi attended a planning meeting for the Reality Therapy Silver Jubilee International Convention, July 4-7, 1990 to be held in Cincinnati, we spent much free time together. Naomi and I really enjoyed shopping! We both liked shoes – a lot. I have a very average shoe size so I can find shoes anywhere. But Naomi wore size 8 quad, meaning very, very narrow. Only Nordstrom and other high end stores stocked her size and only in expensive, beautiful, designer shoes. Fortunately for Naomi, a shoe store on Fountain Square in downtown Cincinnati was going out of business and she and I just happened to be there. Imagine that! The store had many shoes in her size! She was delighted and went home with 14 pairs of shoes that equaled the price she normally paid for just one pair. Both Naomi and I believed that there is a 6<sup>th</sup> human need – the need for shoes!

The 1990 Institute convention in Cincinnati, Ohio, celebrated the 25<sup>th</sup> anniversary of Bill's ground breaking book *Reality Therapy*. Carleen Floyd chaired the Museum Silver Anniversary Room and Donald O'Donnell, co-chair, provided hundreds of memorabilia of Glasser and Reality Therapy in photos, newspapers, journals, and conferences. Carleen, a talented artist, designed 2 silver pins to present as gifts to Bill and Naomi. Little did we

know that after the passing of Naomi Glasser, Carleen Floyd would become Carleen Glasser at the 1995 Reality Therapy Convention in Philadelphia!

Naomi loved life, her husband, her family, and everyone connected to the Institute of Reality Therapy from its beginning to the end of her life. The William Glasser Institute International of today owes a great deal to Naomi for her talent and relentless pursuit of high standards and complete devotion to Bill, his ideas, and futuristic plans to preserve and propagate reality therapy and choice theory. She edited a book of cases, *What Are You Doing?* (1980) and it's still my favorite book. She is forever in my heart, as she used to call me, "my little sister."

Over the years, Naomi and I spoke on the phone regularly but she would never say good-bye. She just ended a conversation and clicked off. After Naomi was diagnosed with cancer in 1992 she was unable to attend the reality therapy conferences and relinquished her role as institute liaison. We continued to talk on the phone and became even closer friends. Then



just before she died, she gave me one last call. She ended that call, "Good-bye, Sandie." I teared up and didn't want to say good-bye. I knew I would never speak with her again. She died two days later.

My wish for Naomi is for her to be forever remembered and honored as Bill's wife and partner for 46 years, as an inspiration and source of many accomplishments in establishing and continuing Bill's institute, and for enhancing and pursuing its continued mission. May all of us live up to her ideals.

### **Naomi Glasser, 1990**

(Photo courtesy of Bob and Sandie Wubbolding)

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### **Brief Biography**

Sandra T. Wubbolding, MEd, CTRTC,  
Practicum Supervisor  
Retired French Teacher  
Administrator, Center for Reality Therapy  
Married 35 years to Bob Wubbolding

## **GROWING UP GLASSER**

Martin Glasser

### **Abstract**

Martin Glasser, the son of William and Naomi Glasser, shares a brief peek into what it was like to grow up in the Glasser home.

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Growing up, of course, I took my father's fame for granted. I saw him speak in dozens of venues to thousands of adoring followers. His brilliance spoke for itself. Behind the scenes was Mom, who, despite my father's vocation, knew substantially more about cultivating personal relationships.

She was the social engine behind RT's growth. I guess to get an invite to our home was the equivalent of admission into RT's inner circle. It was she who made people feel welcome and important. Dad held court; Mom made sure the courtiers felt included. Dad's institute and following had much to do with her social skills. Her contributing years certainly mirrored those of Dad's highest popularity.

I met some wonderful people at 939: Donald O'Donnell, Doug Naylor, Bill Triegloff, Ed Ford, Wes Halbrunner, Madeline Hunter, Dick Hawes - the list is greater than my memory. Most of them considered Dad a mentor and Mom a friend. Theirs was a very successful working relationship.

My father was a spectacular theorist, and, at least for me, a wonderful parent. We were very close and I'll never forget my last night with him, when he emerged from his senility and engaged in a cogent conversation about my family. Yet he had few social needs (if you want to get Choice Theory-ish). For the organization to get to where it reached, Mom needed to engage the social gears. And that she did.

### **Brief Biography**

Martin Glasser is the son of William and Naomi Glasser.



**Naomi and Bill during their first visit to Ireland in 1985.**

Photo courtesy of Brian Lennon, who wrote, "They felt very much at home from the very start!"

## MEMORIES OF LINDA HARSHMAN – A VIEW OF COURAGE AND DETERMINATION

Jean Seville Suffield

### Abstract

The purpose of this paper is to pay tribute to a woman of determination and courage, who overcame personal and professional challenges to become the Executive Director of an international organization created by Dr. William Glasser, a world-renowned psychiatrist. This tribute presents one woman's view of a relationship which was cultivated from a professional collaboration to a personal friendship.

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Glasser  Canada

### REMEMBERING LINDA HARSHMAN



Linda did not like anyone to take her picture! So, please forgive me, dear friend, since I shall include some here; at least, the ones I think you would like people to see. Linda was a very private person who had a heart of gold and was empathic to the suffering of others. I really didn't know what to expect in 1996, when I began my role as Canada rep to the Advisory Board. The board at that time certainly rallied 'round Bill Glasser and Carleen, and we did survive the summer conference and the Quality School Conference in October of that year. The board was fun, but it took time for me to get used to the camaraderie of members who had served together for a few years and I wasn't too sure of my footing. It didn't take long for Linda to recognize that I would be loyal and I was a good "worker." It was a time in The Institute of revisiting programs and procedures. I was fortunate to serve on many committees that brought about changes to programs and to the website.

It was great fun to joke with Linda, Bob Wubbolding, Bob Hoglund, David Jackson, Al Montgomery, Wendell Walker, Pat Robey, Dave Dymont, and others. The turning point in my friendship with Linda was when I was elected as Chairperson to the Advisory Board. I knew it was not necessarily her choice, but it did not take long for her to work with me on board agendas and formation of various committees. I can still see the looks on board members' faces on that first meeting when I began the session with an activity on relationships. They thought I was crazy, but we continued the practice for a few meetings. For me, it was enlightening, because I didn't really know the board members personally. Pat



Robey and I became good friends during our time on the board. We travelled the West Coast, San Diego, and Catalina Island together.

I would almost regularly spend time in L.A. before board meetings so that Linda and I could enjoy dinner at a favorite restaurant or take in a movie. If we shopped, it had to be done quickly with no delays or else Linda would just say, "This is not working! Let's go!" I recall one shopping spree, in particular. Carleen Glasser and Brandi Roth were taking quite some time to browse and try on clothes. All the while, Linda and I would try to find chairs to wait it out. It was great fun anyway!

I was always amazed that Linda enjoyed eating the same breakfast for a month at a time. We would go to a restaurant near her home and have Special K, with a little milk, and a banana that would have to be almost green. This, with half a toasted bagel, would be the order of the morning. We discovered we both loved toast that was almost burnt. We figured it must be a Canadian thing. We often dined at a classy restaurant, Kate Mantilini, and always shared the same meal: spinach salad, filet mignon, vegetables, and, maybe, no potatoes, depending on the diet we were thinking about. Linda loved bread and tried hard to resist, but it wasn't always easy, especially, when we dined at Linda's favorite French restaurant. Linda was able to persuade the Maître d' to charge a corking fee since she brought her own bottle of Pinot Grigio, an Italian wine, to a French restaurant.

Linda was a person who could compartmentalize tasks. She distinguished close friendships from casual acquaintances, personal closeness from business discussions, and the like. She did not gossip about instructors or people within the Institute and always was ready to



[Photo: Jean, Carleen Glasser, Lynn Sumida, Brandi Roth]

speaking about people's strengths. If you offered information, whether it was something a bit strange, in politics or about movie stars, she would look straight at you and say, "No! Don't tell me." In 2009 and 2010, I often assisted office staff in Chatsworth, making some calls, running off some material, and, on occasion, formed the groups of an upcoming certification. I did it lovingly and knew I was appreciated. We would often drop by the Glassers' since Linda visited at least once a week to keep Bill and Carleen up to date. We would never discuss business when I was there but we spoke with Bill and then would be off for a lunch and some shopping.

Linda was a smoker and to the Glassers' and my relief, she did succeed in quitting. For as long as I had known her, Linda worked out, mostly with a trainer. I believe that this exercise helped her through those stressful times, especially toward the end when the office in Chatsworth was closing, and when the reins were being passed along to the formation of an international body. This was a new beginning for the organization and Linda did all she



could to make this transition as easy as possible for Bill.

I was one who never believed that Linda would ever retire. I knew she loved her work and so loved the Glassers. But, she did! She enjoyed good times with her friend and love, Frank Baxter, reading books that presented new ideas, going to the movies with popcorn and cola, a *must have*. Linda was more than passionate about duplicate bridge. She adored her first dog, Tasha, a Pomeranian, and when Tasha passed on, Linda decided on another one. Poms are known for high energy so Tasha needed attention and got it through several

neighbors and others who served as dog walkers.



Linda was very pleased that the 1<sup>st</sup> International Conference was to be held at Loyola Marymount University so that Dr. Glasser could attend. It was wonderful to hear all the tributes to our great mentor. She always said that it was Bill Glasser who offered her, a small town girl from Nova Scotia [Canada], the first in her family to obtain an advanced degree, the opportunity of a lifetime - to be the Executive Director of his Institute. She was fiercely loyal and no amount of work was too much for her. Some might say she was impatient; however, in her professional life, she had all the patience to listen to complaints from

participants and also from some instructors. She was always willing "to work it out" and was creative in finding solutions. She respected and loved Bob and Sandie Wubbolding. She worked very closely with Bob, who served as Director of Training and as an onsite resource to facilitate role-play at almost all certification sessions. She appreciated her staff and expected them to work almost as hard as she did.



She was devastated by Dr. Glasser's death August 23, 2013. Linda often told me how wonderful Jim Coddington was with Bill, how they chatted, and watched Sports together.

[Photo: Gene Madden [Staff], Brian Lennon [Ireland], Sue Brown [Staff], Mitchell Messina, [ACT-South Africa]

Linda was trim in the summer of 2012 and looked great. She was enjoying life and doing many of the things she had hoped to do upon retirement. She and a friend attended the 5<sup>th</sup> European Reality Therapy Conference in Lake Bled, Slovenia in the Spring of 2013. I had planned to go with her but the dates had been changed and I was unable to go. Linda enjoyed the conference very much and spent extra time to see the countryside. She did quite a bit of walking and also hiked and knew something was wrong because she experienced great pain while hiking.

We now know that this symptom was an indication that Linda was about to start the biggest struggle in her life. I had been travelling when I heard the news of her illness, but once I was home, I phoned and asked if she wanted me to come and visit. I can still hear her voice in my head, "Oh, would you?" I was on a plane within the week and stayed with her for twelve days. Had I known we would lose her in April of 2014, I would not have left. It was a time of joy and great sadness in my life. Linda did try natural products; however, it became more and more difficult to ingest the various remedies so she had to stop. Nevertheless, I was bound that we would have fun and we did.

Of course, on good days, Linda wanted to play duplicate bridge. I loved bridge but did not enjoy playing duplicate bridge one bit. I still have my notes on Linda's instructions on how to bid. We played at least four times together and she would introduce me as her friend from Canada. She would explain that I knew how to play bridge but was rusty a bit about duplicate. Yes! You guessed it! We won and won over and over again much to the dismay of

our opponents, who would stare and, at times, say to Linda, "She didn't bid properly." They were right. It was the way I would answer Linda in bidding suits that threw the others off so Linda would get to play most of the hands. She was the expert and we won due to her expertise rather than my bidding. We would wait until we got in the car and then laugh and laugh about the situation. I was just happy I was not banned from the club.

We enjoyed movies such as *Silver Linings Playbook* and *The Hunger Games: Catching Fire* which had just been released when I was there November 2013. It was showing in a new theatre and Linda wanted to experience the large screen and incredible sound. We did get the popcorn! Shopping was not really on the list much at that time, but now and then Linda wanted to walk a bit. We also dined out with Frank so she could enjoy a change of place and some conversation.

The most laughter we enjoyed was during dinner in her condo as we played a game that Linda loved. The game was one often played in childhood and I am sure many of you know it. We would laugh and giggle so much that Tasha would bark and bark! The object of the game was to start with 'A' of the alphabet and blurt out a sentence whereby each word had to begin with the letter 'A.' For example, Antoinette anxiously ambled at Allensby Attractions and asked about another anal, anxious, and annoying able-bodied . . . . Well, you get the idea! Sometimes we were naughty!

In the summer of 2013, on one of the occasions we visited Dr. Glasser, we were both so pleased that we did. He was so chatty and alert and pointed to a bronze of Fiddler on the Roof. He claimed he had bought it with Canadian play money. The Canadian team was always grateful that he saw our money as a form of 'monopoly' money and not real currency. It suited us fine since we would negotiate a fee, Bill thinking in American dollars, and Canada thinking in 'play money.'

Linda spoke fondly of Anna Corbett, great friend and colleague, whom she would visit now and then before she became ill. Bob Wubbolding visited once while he was on the road training and also another time with his wife, Sandie. I know Anna, Bob, Sandie, Carleen, and I spoke with her often. I was just about to return to Linda when I learned that her sister, Judy, was going to visit. In the end, Judy did arrive; however, Linda died shortly after Judy's arrival, at home with Frank and Judy at her side. I offer my gratitude to Frank and to Judy who always welcomed my calls and kept me updated on Linda's condition. May you rest in peace, dear friend. I love you!



### **Brief Biography**

Jean Seville Suffield DNM is a senior faculty member of WGI, trainer, consultant, staff developer, author, and a Doctor of Natural Medicine. Due to her expertise in brain-based learning, Jean's instructional approach is highly practical and interactive to help individuals begin to integrate and personalize their learning through a wide variety of involvement activities and discussion sessions. This is Jean's third term as President of Glasser Canada and is one of Canada's reps to the International Board. She is a Director on the WGI – Québec Board and a member of the Editorial Board of the Journal for Choice Theory® and Reality Therapy. *Glasser Unplugged: It is all a matter of perception* is in progress. You may find her books on [www.lulu.com](http://www.lulu.com) or [www.glassercanada.ca](http://www.glassercanada.ca)

(Photos courtesy of Jean Seville Suffield)

## REFLECTIONS OF THE DIRECTOR OF TRAINING: REMEMBERING LINDA HARSHMAN – LINDA, GONE BUT NOT FORGOTTEN

Robert E. Wubbolding

### Abstract

One of the joys of Robert E. Wubbolding during his 23 years as director of training was working closely with Linda Harshman (d. April 4, 2014), the executive director of the William Glasser Institute. Throughout her years with William Glasser, Linda interpreted Glasser's mind and administered the institute policies with complete impartiality and fairness. Everyone who dealt with her realized that in her contact with institute members she showed an extraordinarily high degree of wisdom, foresight, kindness and firmness. Had she had entered government service rather than committing herself to the William Glasser Institute, she would have been an excellent Canadian Ambassador.

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A bridge player, a boxer, an actor! Canadian born Linda Harshman was a woman of many talents and interests who enjoyed life, people, good friends, and a special beau. She had a warm yet quirky sense of humor, enjoyed her many visits with the Glassers, and conveyed an all-encompassing attention to those conversing with her. Due to her honed instincts and position of leadership she was always on high alert to the buzz of the institute.

Because of limited space, I will not attempt to enumerate Linda's diverse and plentiful talents that qualified her for the title "Administrator" and subsequently "Executive Director" of Dr Glasser's Institute. She walked a tight rope between managing the details of the Institute with its numerous name changes and overseeing Dr Glasser's schedule. In caring for the wide range of personalities and their often contradictory and conflicting "worlds of wants" she combined the energy of Henry Kissinger, the style of Madeline Albright, the assertiveness of Colin Powell and the foresight of Kenneth Taylor, former Canadian Ambassador to Iran. She was the consummate group diplomat and (please pardon the external control language) "She *made* people happy."

During my 23-year tenure as director of training and 2 years prior as chair of the professional development committee, Linda and I spoke approximately three times a week. Though always professional, the content of some of these discussions was confidential and will go to the grave with me. The majority of our consultations focused on policy, ethics, and Dr Glasser's vision for the future, as well as the content of the amazing *Newsletter* that Linda compiled three times a year. We also planned the agenda for the professional development committee meeting that immediately preceded each advisory board meeting 3 times a year. In my personal archives is every issue of the institute *Newsletter*.

The Summer 1988 *Newsletter* described the mission of the Professional Development Committee, which was formulated by Linda and me and endorsed by Dr Glasser who stated that the mission was, ". . . to develop, organize, refine, supervise, and monitor the professional development programs conducted in conjunction with IRT [Institute for Reality Therapy]. It is important to note that important decisions are made in conjunction with the IRT Board."

The Spring 1989 *Newsletter* further clarified the mission of the Professional Development Committee, "The PDC is a subcommittee of the IRT advisory board. Our responsibility is to oversee the training programs of the Institute, to report to the Board and to make

recommendations. When a decision is made we in turn carry it out. As the chair of the committee, I [Bob] coordinate the committee's work."

In her work as executive director, Linda practiced lead management graciously and affably, long before the Institute taught it in a formal way. We both attempted to reflect this amicable management style in our interactions with members of the institute. This philosophy was also reflected in our insistence on the *advisory* nature of "the Board." After all, there was a "Legal Board" composed of Dr Glasser, Linda Harshman, and Doug Naylor. And though Dr. Glasser listened to the advisory board's discussion and endorsed its recommendations most of the time, on more than one occasion he ended the discussion by saying, in effect, "This is the way it will be." On those discussions I later reminded Linda of a story of Abraham Lincoln and his cabinet. Lincoln took a vote on a very important issue. Each member of the cabinet voted "nay." Lincoln asked for the yea's. His was the only yea vote, 5 to 1 against him. His response was, "The yea's have it."

At the end of Linda's life she developed cancer. In addition to her Canadian family members, Jean Suffield, Anna Corbett, and I came to Los Angeles to visit with her and to help her and her dear friend, Frank Baxter, cope with her impending death. We took her on drives through the canyons around Los Angeles and sat with her for long periods of time, laughing, remembering, and silently wishing for a miracle. One miracle had already occurred; the members of the institute have been fortunate to benefit by having this outstanding, caring, competent leader who shepherded the institute in good times and in turbulent times. Linda died April 4, 2014. Gone, but always remembered with respect, admiration, and love.



**Sandie, Bob, & Linda in Ireland, 1994**

### **Brief Biography**

Robert E. Wubbolding, EdD, Senior Faculty, Director of Training William Glasser Institute 1988-2011. Authored 15 books on reality therapy, Professor Emeritus Xavier University, Cincinnati, Ohio. Taught reality therapy in North America, Asia, Europe and The Middle East. Most recent book *Reality and Self-Evaluation: The Key to Client Change*, published by the American Counseling Association. Holds licenses in psychology and counseling, and is a Board Certified Coach. Was recognized as a "Legend in Counseling" at the 2014 American Counseling Association Conference in Hawaii.

## **HISTORY OF THE GROWTH OF THE INSTITUTE FOR REALITY THERAPY\***

Donald J. O'Donnell

### **Abstract**

This article was originally published in the Fall, 1987 *Journal of Reality Therapy*, and is reprinted here with permission from the editor. In this article, the author provides a history of the Institute for Reality Therapy (now William Glasser International) from 1958 through 1987.

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### **Inception of the [Institute for Reality Therapy] I.R.T. Organization**

#### **1958- 1962**

The original idea started to develop when Dr. William Glasser, in his early 30s, was in residency at the Veterans Administration Hospital in West Los Angeles and in training at the University of California at Los Angeles during the 1958- 59 school year. Glasser was dissatisfied with what he was being taught in both settings. He planned to go into private practice in West Los Angeles and was working at the Ventura School for Girls as a consultant, first one day a week and later two. He hoped to continue on the clinical staff at U.C.L.A.

During this period one of his teachers was George L. Harrington, M.D. Dr. Harrington trained at the Menninger Clinic, taught Glasser that what the client was doing or thinking now was far more important than focusing on the past or dealing extensively with feelings as if they were the most important part of the client's problem.

Glasser felt comfortable telling Harrington that he didn't think he could use psychoanalysis; Harrington shook Bill's hand and said, "Join the club." For the next seven years, Harrington was Bill Glasser's teacher.

That was really the beginning of the movement which would later be called reality therapy.

#### **The Early Los Angeles Years**

#### **1962- 1967**

Glasser, combining his ideas with those of Harrington, and drawing on his experiences at the Ventura School for Girls, authored his first book, *Mental Health or Mental Illness* (Harper & Row) in 1960. With the encouragement of, first, Mary Perry and, later, Beatrice Dolan, both superintendents of the Ventura School for Girls, a correctional facility, Glasser began to give speeches to mental health groups in the State of California. As has been his pattern through the years, Glasser was clarifying his ideas as he made speeches to increasingly receptive audiences. He was close to publishing his second book when he was asked to address a large convention in Seattle in 1962.

At that time, Glasser was not the polished speaker that he is today, and was extremely nervous about his speech to this convention. However, he knew one thing – he had to give what he did a name. A psychiatrist in Los Angeles had remarked to him, "I was going to send you a patient for your private practice, but I thought you were too reality oriented for her." Although Bill thought this was a strange reason not to send a patient, the word "reality" stuck in his mind as he prepared for Seattle.

Leaving for what he considered to be his first major speech, he thought he would call his therapy "reality psychiatry." Just before giving the speech, Bill realized that the convention

was not for psychiatrists, but for all the people in the helping professions. Not wanting the name "reality psychiatry" to discourage the non-psychiatrist participants from using his methods, Bill changed it to the more encompassing "reality therapy."

When Glasser's new book, *Reality Therapy* (1965), became so popular (selling 1,000,000 copies in hardback and paperback), he knew he had made a good decision. It was this book that catapulted him into national recognition and established the very groundwork for what is now the Institute for Reality Therapy.

Worthy of note is that Bill's first book, *Mental Health or Mental Illness*, got an excellent review in the *New York Times* book review section, and that Robert Kirsh of the *L.A. Times* wrote a good review of *Reality Therapy*. These reviews plus increased speaking engagements helped him gain national recognition.

## **The Expansion Years**

### **1967-1977**

Due to his success at the Ventura School for Girls, the ideas in his new *Reality Therapy* book, and increasing speaking engagements, Bill gradually changed from a shy man to a superb public speaker, and attracted more attention nationwide.

About this time, the W. Clement Stone Foundation of Chicago was looking for an influential avenue on the activities in our public schools. Representatives attended one of his public appearances in Illinois, and later visited him in L.A. Glasser was already experimenting with his ideas in schools, the Pershing School in Sacramento and the 75th Street School in the Watts area of Los Angeles. He was ready for a \$400,000 grant from the W. Clement Stone Foundation. This money was used to found the Educator Training Center in 1968.

Since the involved legal and other paperwork for the Institute for Reality Therapy had already been completed prior to the Stone Foundation's approaching Glasser, E.T.C. was set up as a subsidiary of the Institute for Reality Therapy, with the total Stone Foundation grant earmarked for education. Douglas Naylor was the director selected to head the Educator Training Center and remain in that capacity to the present time. He is one of Glasser's most productive and trusted associates.

At about this time, Richard Hawes, who was experienced both in the field of education and private counseling practice, was invited to join Glasser at the Institute for Reality Therapy in Los Angeles to see private patients and teach at the Institute. Hawes served as vice president of the Institute for many years and is an active member of the organization today.

In the summer of 1968, Glasser, with the support of School Superintendent Harold Santee, requested that Don O'Donnell as principal, and teachers Keith Maxwell, William Trieglaff, and Glenda Gardner move from Pershing School in Sacramento to Palo Alto, California, to start the first reality therapy based demonstration school in the fall of 1968. Glasser's book *Schools Without Failure*, published in 1968, turned out to be one of the biggest sellers in education since the John Dewey books at the beginning of this century. Reading about this program, many educators wanted to see this kind of school and were able to experience this in Palo Alto.

The number of people and programs instrumental in the success of the E.T.C. are too extensive for this article. However, two E.T.C. programs from the early 1970s should be noted.

From Los Angeles: The Cluster Program. This in-service program, the concepts coming from the texts of *Reality Therapy* and *Schools Without Failure*, was well organized and taken to hundreds of local school districts throughout the country. The cluster concept relied on

leadership at the local school level. The training for the local school leadership teams, which in turn met with their own staffs at the local school level, was provided by E.T.C. associates.

From Palo Alto: A full-length film (45 minutes) on the Schools Without Failure demonstration school was produced here and shown throughout the country in 1970s. In 1972, two additional 12-segment T.V. series were filmed at Ventura School. These were followed by many films on individual topics throughout the 1970s. All filming done in Palo Alto on the S.W.F. program was by Dave Bell & Associates of Los Angeles.

Both the Cluster program from L.A. and the two television series from Palo Alto were taken for credit by literally thousands of teachers and administrators under the auspices of the E.T.C. and LaVerne College.

During the period from 1968 to 1976, when the Educator Training Center comprised the major emphasis of the Institute for Reality Therapy, an added group of counselors, nurses, social workers in all fields, clergymen, and others in the helping professions were increasingly anxious to improve their skills using reality therapy concepts. In response to this need, Bill Glasser, with the assistance of Dick Hawes, established what was called "Intensive Training in Reality Therapy Week," which were originally held at the E.T.C. in downtown L.A. (Glasser's private office was always in West Los Angeles.)

When it became obvious that Bill and Dick needed more help, Bill invited FitzGeorge Peters to leave his job in drug rehabilitation in New York City and join the L.A. faculty. Later, Gary Applegate also joined the instructor group. Douglas Walker started as an intern in the program with Dick Hawes as his instructor, and soon he, too, joined the I.R.T. as a member of the faculty. Edward Ford, who commuted from Phoenix, Arizona to participate, also joined this otherwise local L.A. faculty. Ed Ford and Gary Applegate have since left the I.R.T. to pursue other interests, but this first L.A. faculty group formed the backbone of the early training of reality therapy in Los Angeles. All of them also spread the ideas most effectively through their constantly increasing teaching (through the I.R.T. intensive training week programs) in the U.S. and Canada.

## **The Reorganization of the Institute toward Decentralized Democratic Regions**

### **1977- 1982**

In the late 1970s, it became obvious to Glasser that because of the extensive interest, it was unreasonable to expect everyone to come to L.A. for training. This led to the L.A. faculty's traveling a great deal throughout the United States and Canada for intensive training weeks. As interest continued to grow, it also became increasingly evident that there were many highly-trained and successful people able to teach reality therapy in their local areas.

Glasser, with the encouragement of many in the field, decided that it was necessary to develop a certification process that would take into account both the extensive contribution of L.A. faculty and the need to involve local people in the training process.

At about this time, 1978, E.T.C. decided to have a 10th anniversary celebration in Los Angeles. Rather than limit the invitations to educators only, Doug Naylor, Elizabeth Mahoney, Fred Sander, Leslie Butcher, Jeff Peltier, and other members of the E.T.C. staff invited all those interested in reality therapy. The Celebration was held at the Ambassador Hotel in Los Angeles in 1979, and was such a success that it was repeated in 1980.

At the E.T.C. Convention in 1980, the reality therapists in attendance decided that they would like to have a convention of their own and invite the E.T.C. people if they wished to

attend. They also decided that a site other than L.A. should be considered in order to underscore that we had indeed become an international organization.

Gary Leofanti, who as a young and energetic man established a community center in Park Forest, Illinois, which he called Aunt Martha's Youth Service Center, had been trained in reality therapy by Dick Hawes. Gary had a large staff, all of whom were trained in reality therapy, and was anxious to sponsor a conference. His group sponsored the first I.R.T. convention to be held away from L.A., in 1981, at the Pheasant Run Resort in St. Charles, Illinois, under the leadership of Carol Monaghan of the Aunt Martha's Staff. The convention was rated a success.

Prior to this convention, Glasser realized that he could no longer administer the Institute for Reality Therapy by himself. It was growing not only nationally but internationally.

When Bill arrived in Illinois, he requested Perry Good (who since has moved to North Carolina) and Diane Gossen, because of their long-term involvement in the Institute in New York and Canada respectively, met with him and help him figure out how to decentralize the Institute for Reality Therapy. He wanted people trained in reality therapy from all over the U.S.A. and Canada to have input into how the Institute was run, especially into how to implement and expand training and follow- up.

The first night of the convention, Bill announced he had some important things to talk over with the group and anyone interested in giving ideas on the decentralization of the Institute for Reality Therapy should come to a meeting at 9:00 P.M. Needless to say, excitement was high. Almost everyone came and many expressed their thoughts. A committee was established to decide how many regions would be necessary and how the regions were to be divided to insure maximum local participation. The next day, regions were established and Elizabeth Mahoney organized everyone present so that each regional group could become a cohesive unit setting up goals and getting to know each other. Once they were comfortable as a functioning regional organization, each region elected a representative to the first Institute for Reality Therapy of Directors.

It was wonderful to observe the large number of competent people who were willing to serve on the first board of the Institute of Reality Therapy, especially since much of that service was at their own expense. (It should be noted that even from the beginning, the position of regional representative has been a non-paying job. Airfare and hotel room expenses for attending board meetings are paid, and that's all.) That first board, elected at St. Charles, Illinois, in 1981, was as follows:

Albert Katz	Northeast Region
Charles Manker (deceased)	Southeast Region
Gary Leofanti	Midwest Region
Ray Miller	Mid- America Region
Jeffrey Mintz	Sunbelt Region
Marcia Mann	Mountain Region
Richard Hawes	West Region
Martin Price	Northwest Region
Diane Gossen	Canada
Elizabeth Mahoney	Educator Training Center

Since then many have served on the Board of Directors, but I will list only those who have been chairpersons. These are:

Elizabeth Mahoney	1983
Jeffrey Mintz	1984
Nancy Buck	1985
La Barbara Gragg	1986
Robert Hogle	1987

This initial board of directors had an enormous job to do. They had to establish standards, policies and procedures, clarify curriculum content and establish personnel policies and responsibilities. Committees were formed to allocate responsibilities and distribute the workload as fairly as possible and take into account the personal interests and abilities of each board member. Policies were tried, changed and improved until the board determined its direction. This was hard, wearing work, but it all contributed enormously to the growth of the Institute of Reality Therapy.

As there was not yet an official chairperson nor an executive director, one person was necessary as Dr. Glasser's liaison to the board and as coordinator of all the activities of the board. Albert Katz, the Northeast's representative, gave endless hours without financial compensation in this capacity.

When it was evident that it was necessary for someone to work fulltime at implementing and supervising the procedures the board had voted to implement, a decision had to be made on how to finance this position. Dr. Glasser had never taken any money from I.R.T. funds for the administrative work he had done. An executive director would need a salary. The board voted to raise tuition for intensive week training with the intention that a certain percentage would go for the salary of the executive director position.

## **Modern Era**

### **1982- 1987**

At the Houston convention in 1982, chaired by Jimmy Jackson, a plan was made to select an executive director. At its next meeting in Los Angeles, the Board interviewed Ronald Harshman, originally from Canada but at that time working in Florida. He was Glasser's choice, subject to Board approval, to be first executive director of the Institute for Reality Therapy. They were unanimous in approving, and Ron has since then worked with all succeeding boards, implementing policy and supervising certification process to insure uniformity and maintain high standards of teaching.

The next convention was in Boston in 1983, with David Moran as chairperson. It was the first time the I.R.T. had an official executive director in attendance.

Since the early 1980s, the Institute has kept its membership informed by issuing two publications, the *Institute for Reality Therapy Newsletter* and the *Journal of Reality Therapy*. The Institute publishes the newsletter about three times a year: spring, summer, and winter. Automatically mailed to all associates and full members of the Institute, this publication contains information regarding the Institute and its certification program, as well as reports from Glasser, the Executive Director, and the Board of Directors.

The *Journal of Reality Therapy*, sponsored by the Institute of Reality Therapy, is published twice a year, spring and fall. Lawrence Litwack of Boston, Massachusetts, originated the Journal and is still editor. A nine-member group from various areas in the U.S. and Canada

serves as an advisory board. Considered the official publication of the I.R.T., this journal publishes manuscripts concerning research, theory development, or specific description of the successful applications of reality therapy principles in field settings.

With the Spring 1987 issue, the *Journal of Reality Therapy* completed its sixth year. Now co-sponsored by Northeastern University, the journal has continued to grow, both in circulation and reputation. In order to meet the increased demand, the printing was raised in 1986 from 1000 to 1500 copies. As the flow of articles increases, the efforts will be made to boost the size and frequency of the publication.

As indicated earlier in this article, the I.R.T. Annual International Convention, scheduled each year for the last week in June, has become an integral part of the total organization pattern of the Institute of Reality Therapy. Attendance has increased and each year provides another opportunity to grow personally and professionally.

The St. Charles, Illinois (1981), Houston (1982), and Boston (1983) convention sites have already been noted. Others were as follows:

1984: The beautiful Copper Mountain Site in Colorado. Chairperson: Philip Nolan

1985: Montreal, Canada. This was our first truly international convention, with all proceedings held both in English and French. Chairperson: Francine Belair.

1986: The great green city of Seattle, Washington. Chairperson: Cathy Curtis.

1987: The convention moves to East coast, Hollywood, Florida. Chairperson: Wendall Walker.

Certification week, which is always scheduled prior to each annual convention in addition to other times, has become a very popular part of the total appeal to new and current members of the Institute of Reality Therapy.

A new program was added at the Seattle convention in 1986. People certified in reality therapy may now take training at the conclusion of the convention in two additional areas: the Basic Practicum Supervisor Training Program, and the Basic Instructor Training Program. The requirements and procedures for these training programs are pursued with one's regional board member or the Executive Director of the Institute of Reality Therapy.

Another innovation announced in Seattle was the appointment of Alex Bassin as volunteer ombudsman. Bassin was one of the earliest proponents of Reality Therapy. He has been one of Glasser's steadiest and most loyal supporters, providing both encouragement and intellectual guidance whenever needed. He will continue helping the Institute to grow in positive ways in his new job.

Today, we are an international organization of approximately 2200 individuals certified in reality therapy practicing in many fields in different areas of the U.S.A. and Canada. Our membership also included people from foreign countries such as Mexico, Norway, Ireland, Yugoslavia, Taiwan, New Zealand, Australia, and Philippines.

I know that Bill and Naomi Glasser are proud of the development of the present organizational structure and confident of its ability to carry on the work of the Institute for Reality Therapy. They, and many of us, look forward to the future with self-assurance and high expectations. In 1986, they started the Glasser Fund, money set aside to provide scholarships for training in reality therapy and pay for teaching stipends in foreign countries to further spread these concepts.

In closing, I wish to note with pride my twenty- six years as an observer and sometimes-participant in the proliferation of the positive ideas and concepts of Naomi and Bill Glasser in many fields of endeavor. Bill and Naomi, thanks for the memories! As one famous song of my era suggests, "We've only just begun"!

\*I wrote this article based on a request from Larry Litwack at the International Convention in Seattle in 1986. It is based on my own observation and many discussions I've had over the years with Bill and Naomi Glasser. I make no case that it is the final word in any area. Rather, it is an attempt to give some visibility to the total effort that is now the Institute for Reality Therapy

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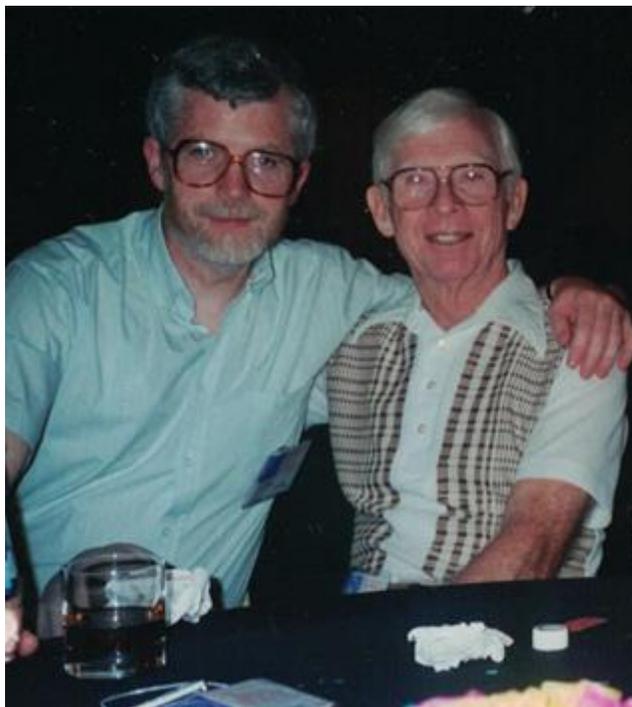
## Brief Biography

[At the time that this article was written] The author is Director of Glasser- Hawaii in Honolulu, Hawaii.

This photo of Bill and Naomi Glasser was taken during the 1990 Silver Anniversary Conference in Cincinnati, OH, as they entered and previewed the Silver Anniversary Room that was prepared by Don O' Donnell and Carleen Floyd.

The walls were filled with articles Bill wrote, information from conferences where he presented, pictures of previous RT events etc.

(Photo courtesy of Bob and Sandie Wubbolding)



Brian Lennon and Don O'Donnell, taken possibly at the Albuquerque International Conference. Brian explains: "Don worked hard to research the history of IRT and put together a museum exhibit for several International conferences including Ireland."

(Photo courtesy of Brian Lennon)

## **THE GLASSER ORGANIZATION: WILLIAM GLASSER INTERNATIONAL**

Brian Lennon

### **Abstract**

An outline of the development of the Glasser Organization, its different names and formats, its responsibilities and aims. William Glasser International's (WGI) central role as supported by Dr. Glasser is explained along with some of the challenges we face as an organization. The fully international and democratic role of WGI is explained.

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### **An Introduction by Carleen Glasser**

The late William Glasser, M.D. had very clear expectations concerning the organization that represents his ideas in the world. He envisioned a world-wide Institute that would be the central organization connecting everyone around the globe who chooses to practice the ideas he developed, which he called Choice Theory and Counseling with Choice Theory, the New Reality Therapy. William Glasser International, the history of which is presented here, was created to fulfill Dr. Glasser's expectations of the organization he envisioned as the protector of the core Choice Theory ideas. Dr. Glasser expressed to me his vision for the future of his life's work, and he agreed the vehicle for preserving that work would be William Glasser International. He entrusted this organization with the continuing responsibility of communicating his ideas as they were written, connecting those who choose to teach them, and protecting the authentic representation of his work for future generations.

As his wife and partner, I am very pleased to introduce this history documenting a most important and necessary vehicle for preserving my husband's legacy. Brian Lennon, one of Bill's most trusted advocates, helped immensely at the inception of the International Institute by agreeing to be the first Board Chairman, a job Dr. Glasser himself asked Brian to assume. Bill was very happy that Brian accepted, knowing that the job would be done well. My husband, in my opinion, was always right and certainly Brian Lennon was a wise choice. His dedication, enthusiasm, and experience are quite evident in the history he wrote here. I think it is superb and I am sure it would have been a great pleasure for Bill to read.

Sincerely,

Carleen Glasser

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### **The William Glasser Organization**

When William Glasser, MD began to work as a psychiatrist in 1954 two important things happened: (1) he found he could not accept many of the ideas he had been taught about how to help people; and (2) he developed his own approach, eventually to be called Reality Therapy (RT), and later to incorporate Choice Theory. Today, William Glasser International is the organization that was created, with the full support of Dr. Glasser, to safeguard Choice Theory psychology and to carry on his vision of teaching the world about it. This

document sets out to track the history of what can best be summed up as *The Glasser Organization*, the structures founded by Dr. Glasser to promote his ideas.

### **The Institute for Reality Therapy (IRT)**

After publishing his ideas on the book *Reality Therapy* in 1965, Dr. Glasser found there was a growing interest in his therapeutic approach. This called for an organization to deal with the questions and the training. In 1967, the Institute for Reality Therapy (IRT) was formed.

The IRT worked hard to develop a training model for Reality Therapy. It always made it clear that it did not award qualifications [e.g. degrees or licensure] in counseling or therapy. However, the IRT always defended its position as the only body able to issue official certification in Reality Therapy. This was Glasser's own organization and he led it throughout his life.

As time went on, Dr. Glasser entrusted a lot of the decision-making to Linda Harshman, the Institute's Executive Director, and the training component to Dr. Robert E. Wubbolding, the Institute's Director of Training. Eventually, an advisory board was set up by Dr. Glasser to help him run the organization. This board, with members from the USA and Canada, did not have executive power.

IRT created a wonderful system. A Policy & Procedures (P&P) manual was put together spelling out the details of RT training, of faculty training, and of membership. A database was created to keep a record of all training received. Regular newsletters were sent to members and an annual directory of members was published. A journal was published. A website was produced in due course.

When new countries began to get interested in Dr. Glasser's ideas and in becoming part of the IRT, they were assigned to the Western Region of IRT in the USA and under Dr. Glasser's direct supervision. Many of these new countries eventually developed their own local organizations to plan training in their area and to arrange local events. The training they offered was official RT training since it followed the policies of IRT, had faculty recognized by IRT, and sent dues for training back to IRT. In some cases, mainly due to language issues, local organizations printed their own certificates. Nonetheless, all of these were issued on behalf of IRT, the parent organization, the only body able to guarantee the authenticity of the teaching.

In the case of doubts about courses or practice, the head office of IRT was consulted. If exceptions to the P&P manual were needed, the IRT office was consulted. There was always a strong sense of having a quality product and a quality course. The policies of IRT were intended to help maintain this quality and a high level of consistency around the world.

Meanwhile, in a variety of universities and counseling courses around the world, Dr. Glasser's ideas had gained sufficient recognition to be included. Reality Therapy would become a topic in the curriculum, but more often than not it was taught by someone who had not taken official training. This is a common practice in the case of most therapies and IRT was not directly involved in this. Although Dr. Glasser's ideas were sometimes seriously misrepresented in these contexts, IRT naturally respected the freedom of people to teach and learn. However, if a course was presented as "official," offering or leading to RT certification, then IRT would clarify the any misrepresentations with the course organizers. To be "official" the course needed Dr. Glasser's approval, and that was administered by IRT, the official Glasser organization. This was a strong protective role that the Glasser organization always had.

## **The Institute for Reality Therapy, Control Theory, and Quality Management (IRTCTQM)**

To reflect the widening scope of IRT work, Dr. Glasser changed the name of his organization in 1994 to The Institute for Reality Therapy, Control Theory, and Quality Management. This title appealed more for its accuracy than its user-friendliness.

In 1995, at Ireland's National Conference, held in its oldest city, Waterford, a delegate told Dr. Glasser that *Control Theory* was a term with negative connotations. Dr. Glasser agreed and indicated a desire to change the name. A few days later, in a recorded role-play for the Staying Together program, Dr. Glasser referred to Control Theory and elaborated, "It's a name that is hard to understand, so most of the time I'll call it Choice Theory because it's a theory on how we figure out what to do with our lives, what we choose to do with our lives." Choice Theory was born and this new name was later to be announced officially in Brisbane, Australia.

## **The William Glasser Institute (WGI)**

With a new need to move away from the Control Theory label, in 1996 Dr. Glasser changed the name of his organization again, this time to The William Glasser Institute. Choice Theory was becoming more central to his thinking. At the same time a new emphasis, spearheaded by Dr. Glasser himself, was the organization's role in promoting mental health rather than in fighting the myth of mental illness. He had not changed his views on so-called mental illness, but now believed it was more important to emphasize personal wellbeing in a positive way. Glasser saw Choice Theory as having the message such an approach needed.

This shift was unwanted by many members, because it appeared to be a down-grading of the term Reality Therapy. Reality Therapy was a name that was now well-established, and many had worked hard to get it to its present position. However, Glasser's core organization now had more than a remedial aim. Glasser wanted to be proactive in favor of mental health, promoting growth and happiness. This did not prevent individual affiliates from continuing to use Reality Therapy in their titles, reflecting the dominant interest of their members. Just as in the past, Glasser had added educational and management themes to his message (in the Glasser Quality School and Lead Management), now he was adding a theme of positive mental health. As a backdrop to all of these ideas was his firm belief in Choice Theory, his new psychology of personal freedom.

With the growing number of countries now involved in WGI, the existing structures were proving difficult. WGI continued to be essentially a USA organization, with other countries adopted by the USA Western Region. But these "adoptees" were no longer children; and in fact the Glasser organization had become totally international. Except, that is, in its management structure. The WGI staff, led by Linda Harshman, was doing its best to cope with an expanding workload and an increasing range of cultures and languages.

At the international conferences there was always a distinction made between the USA members and the "international" members, an unfortunate misinterpretation of the meaning of the word "international." Brian Lennon was increasingly convinced that the organization was now fully international in fact, but not in management structure. Around the year 2000 he began suggesting that the board of IRT should become fully international. The idea did not get very far initially, probably because of the extra expenses such a board would appear to incur.

At a European Faculty Retreat in Izola, Slovenia in 2005, Brian explained the idea of an International Board to the faculty at that meeting and they gave full and enthusiastic support for this initiative. Following their directions he sent a letter to WGI proposing an International Board, now with full European support. There was no response from WGI at that time.

In 2009, at the International Conference in Edinburgh, Scotland, Brian again sought to have the matter discussed at the faculty meeting. It was glossed over at first but later was given serious consideration. Arising out of this, Dr. Glasser himself suggested that Brian would be offered the faculty day after the International Conference in Nashville in 2010 to make a formal proposal. Dr. Glasser added a proviso; he would support the idea if Brian himself would be the chairperson. This had not been part of Brian's plan! After many weeks of deliberation Brian said he would accept this position, but for a limited span of two years. He explained to Dr. Glasser that for the organization to be truly democratic it would need to have elections, and that would include the chairperson's position. Dr. Glasser and his wife, Carleen both agreed with this proposal.

In advance of the Nashville meeting, Brian circulated information about the proposal and its background to WGI members. The meeting to discuss the proposal was eventually held in the Embassy Springs Hotel in Franklin, Nashville Tennessee, USA on Sunday, July 11<sup>th</sup>, 2010. The wording offered to the members present was:

*That the William Glasser Institute will set up an International Board to act as custodian of the core ideas of Choice Theory and of official training in Choice Theory and its different applications.*

Dr. Glasser made it clear that he fully supported this proposal and it was passed unanimously. Brian had made it clear that a democratic organization required voting by all the members. The group assembled in Nashville did not include all the WGI members, so Brian proposed that an interim board could be established that would then plan for full elections. Fairness and transparency were essential to the process right from its inception.

Many present in Nashville asked if this new board would be advisory, like the previous board. The existing legal board of WGI under Dr. Glasser's personal leadership made it clear that such would not be the case. The new board would effectively run WGI and become the new legal board, the new William Glasser Institute. The Glassers indicated that they would step down from the legal board when the new body was up and running. This also clearly established the continuity that was intended between the original "William Glasser Institute" and the new fully international body that would replace it.

### **William Glasser Association International (WGAI)**

Starting at that Nashville meeting a full interim board was duly elected with the brief to take a year to plan and carry out elections. To reflect the new fully international identity, the name of WGI was changed to "William Glasser Association International." To help in the transition, Brian Lennon had been elected by the existing legal board (Dr. Glasser, Carleen Glasser, Linda Harshman, and Terry Hogle) as a new member of that legal board.

Right from the beginning there were countless complex decisions to make. How many delegates should there be on the Board? How should the world be divided up? Ideally we would have one delegate from each country but that would produce a Board that was too big. What was important was to have a clear working decision but one that could be adjusted later.

Even in Nashville, Dr. Glasser's failing health was obvious and many members were concerned about how the organization would cope when he was no longer with us. Would it be run by a small group? Would personal interests hamper Dr. Glasser's vision of teaching the world Choice Theory? Had this already happened in some local organizations? The new interim board believed that inviting rank and file members to vote for their delegates was the best guarantee we had of protecting the core ideas and training.



In those first months of the interim board right up to her death, Linda Harshman was a massive support. She had been planning her own retirement and was anxious to ensure that WGI would pass to safe hands. She was very happy with the transition and she frequently expressed her satisfaction as the new Board became better established.

### **William Glasser International (WGI)**

When the first fully elected Board was formed in 2011, a priority task was to establish the legal incorporation of the new organization. At this juncture the Board benefitted greatly from consultation with members around the world who were experts in international law. The incorporation needed to reflect the new name and constitution of the board. The formal transfer of identity required the existing legal board of the original William Glasser Institute to elect the new delegates onto the board. The new board would then apply for incorporation under the new name (now finally decided as William Glasser International). Finally, the original members of the legal board would step down. At that point the new fully international legal board would be operational. The complexities of transition!

There were many issues to be resolved by the new WGI board: how to manage the day-to-day administrative tasks, how to manage finances, how to run the meetings, how to make decisions. There were also practical issues such as what time to hold online meetings so that people from vastly different time zones could participate.

It had always been the intention that physical (as distinct from online) Board meetings would coincide with the International Conferences, but the lack of a conference in 2011 led to the need to plan a special physical meeting. This meeting was held in Dublin in January 2012. In four day-long sessions the vision, mission, principles, and working objectives of the organization were established. A series of action groups were set up to deal with the main objectives of WGI. These were Legal, Funding, Membership, Management, Communication, Marketing, Programs, Transition and Research.

At that meeting a very brave decision was taken, to have an international conference in Los Angeles in June 2012, a mere five months away. Due to a lot of hard work and unbelievable support from members around the world, this event became a massive success. It turned out to be our farewell to Dr. Glasser and, as such, it could not have been better or more special. It was also the first celebration of the transition from the original Institute for Reality Therapy and the other organizational entities to our new world identity as William Glasser International. At this conference Dr. Glasser was able to see the new version of his organization in full flight.

An innovative decision of WGI was to have the international conferences every two years (in even numbered years) so that local organizations could have their events in the other years. We were aware that our international events should not conflict with local events. Those who wanted to attend a conference every year were now able to choose from a range of local events in the years between international conferences.



**WGAI Board Meeting, International Conference, Loyola Marymount, CA, 2012**

From left to right: Mitchell Messina, Janet Fain Morgan, Ellen B. Gélinas Jim Montagnes, Masaki Kakitani, Brian Lennon, Juan Pablo Algure  
(Photo courtesy of Pat Robey)

Arising out of that first physical meeting were the action groups and here is a brief introduction to each of them:

**Legal Action group:** This had helped in the incorporation of WGI. There was also the important issue of the role of our affiliate organizations around the world. They, like the parent organization, worked together to spread Choice Theory psychology and its applications. Like WGI, they would need to be not-for-profit and so a policy was drawn up to clarify these requirements for affiliates. Naturally, they would subscribe to WGI policies and procedures but, as has been the practice, in many areas the affiliate adds to the training requirements in different ways, adapting to local needs. One decision was that WGI policies would only become official when presented as such on the website. In that way, everyone would have access to the latest version.

**Funding Action group:** This handled the transfer of funds from the original WGI and, in close collaboration with WGI-US, arranged for the USA body to have its fair share of these funds. Another important development was the creation of an endowment fund in Dr. Glasser's memory. Monies contributed to this would not be used directly for the running of WGI. Only the interest accruing would be used. This committee continues to monitor how the organization runs based on income from course dues, membership fees and endowment interest.

**Membership Action group:** An important theme for this group has been the integration of international membership (formerly \$75) and local memberships since these were often in conflict. The Board believes that members should not be required to pay several

memberships. The amounts involved should take their local economies into consideration and the whole process should be simplified.

This process of membership integration was started by reducing WGI membership to \$20 except for faculty who continue to pay \$75. It was expected that the transition would probably take three to five years to complete. Practicum Supervisors were included in the faculty fee for a number of reasons: (1) as in the case of Instructors, they earn money from their RT/CT work; (2) this membership helps identify them as "official" faculty; (3) it will enable them to network with other faculty more easily through our new website; and, (4) it facilitates communication with all faculty. Going hand in hand with this process towards integration, WGI is setting up an automated membership system to make it easier for members to renew online. This is far from being a finished process. WGI is considering basing membership fees and course dues on a percentage system that would allow for the vast range of economic climates that exist in our membership.

A key component of membership is that WGI is democratic. This does not mean that members are consulted about every detail as that would be impractical. It does mean that WGI and its action groups discuss, decide and plan on behalf of the members; and is always open to input from members. New policy drafts are now being displayed on the website so that members can give their opinions before the documents are approved.

**Management Action group:** This is a subset of the Board together with the Executive Director and works to help the chairperson prioritize items on the agenda. The Board has also established a process for dealing with exceptional queries from faculty or members. Insofar as possible, the Executive Director deals with such requests or queries directly. If the request is complex, it is passed to the management group and they deal with it. If, however, the management group believes it is of even more importance or complexity, the request is passed to the Board itself.

There is also a procedure in place for developing ideas. New ideas are fed into an online discussion and email exchanges. When all the relevant points appear to have been dealt with, this may culminate in the formulation of a draft policy. This draft policy is discussed and fine-tuned by the Board. Then the draft policy is presented to members for their input. After a final re-tuning, the document is voted on by the Board.

A special characteristic of all WGI meetings is the emphasis on consensus. To that end WGI uses a six-point voting system. A score of '5' means "I fully support the motion and will lead work to carry it out;" '4' means "I fully support the motion and will help implement it;" '3' means "I support the motion though I may not be able to help implement it;" '2' means "I have a query or doubt;" '1' means "I do not support the motion but will not oppose it;" and, '0' means "I strongly oppose the motion." In the case of any votes below a score of '3' there is further discussion, and every attempt is made to adjust the motion so that all can agree.

**Communication Action group:** This group ensures that regular news feeds go out to members via email and newsletters. Each delegate to the Board is also expected to be in regular communication with the members the person represents. From time to time surveys are used to check members' views. Dr. Tom Parish looks after the *International Journal of Choice Theory and Reality Therapy*, a publication that is currently independent of WGI. There are also a number of members who run very active discussions on social media sites. The website comes under this group's brief, and the group aims to keep improving the site to better meet the needs of members and the general public.

**Marketing Action group:** One early priority of this group was to create a new logo for WGI. The committee (with special help from Marinela Mendez) shortlisted a number of designs and then invited members to vote. The resulting logo is attractive and popular, but most important of all, it is chosen by our members. The marketing group is involved in promoting the use of social media, international conferences and the creation of a resource center for our members.

**Program Action group:** This committee has already helped adjust the existing faculty training system so that it will be more streamlined and less costly in terms of time and money. It is also involved in developing new training programs for Reality Therapy, the Glasser Quality School and for Personal Wellbeing. A new one-day course for the general public has been created: *Take Charge of Your Life*. It is hoped that Reality Therapy Certified (RTC) members will be trained to become facilitators of this new course. The group is also studying other areas of development, such as coaching, with a view to creating a training program and a corresponding faculty training model. Faculty are being encouraged to create and pilot new course content and structures; and then seek WGI approval so that new official courses can come into existence to meet the needs of the modern world.

**Transition Action group:** This group managed the transition from the original William Glasser Institute to the current William Glasser International. There were issues of funding to be discussed with WGI-US and this was settled with full collaboration from both sides.

**Research Action group:** This represents a major shift in emphasis in WGI and already a lot of work has been done. The website has a special section that points to existing research, to ideas for new research, and to useful research instruments. Research will become a key feature of all new developments within WGI. For example, the new *Take Charge of Your Life* course has a research component built into it.

### **Challenges for William Glasser International (WGI)**

With its stated purpose of protecting the core ideas of Choice Theory and of official training in Choice Theory and its different applications, WGI has been able to identify a number of challenges that it needs to deal with:

- The distinction between a vision-led organization (“to teach the world Choice Theory psychology”) and a commercially-driven organization. WGI continues Dr. Glasser’s vision of teaching the world Choice Theory and it is that vision that guides WGI decisions. For example, it would be a serious betrayal of that vision if we were to dilute Choice Theory ideas for commercial ends. At the same time WGI acknowledges two important commercial considerations. One is that our faculty members deserve a fair fee for the services they render. WGI is neither an employer nor a trade union for our faculty but does acknowledge the immense contribution they make to further our shared vision. It is a known fact that faculty often work beyond the hours set for our training and frequently administer courses *pro bono*. The other commercial consideration is that WGI needs funds as an organization to survive. We need all our members to contribute to this, and expect that all official courses created by WGI contribute dues to the organization.
- Some faculty or ex-faculty offer CT/RT courses that are not official (and they do not send dues for these to WGI). Whereas this practice is not necessarily at odds with the WGI vision, unfortunately in some cases trainees might get the impression that they are doing an official course. To protect such trainees, WGI is intent on publishing lists of official

faculty and clear policies about what trainees should expect to receive in WGI courses. There will also be certificate verification utility on our website so that any individuals can check if the CT/RT certificate issued to them is a valid WGI certificate.

- In the lull during the transition between the William Glasser Institute and William Glasser International, some faculty experienced confusion about the Policies and Procedures of the Glasser organization. In fact the Policies & Procedures created by The William Glasser Institute remain as the official policies until replaced by William Glasser International. It is the intention of WGI to replace the concept of a single manual or book with a series of separate policies which will be easier to maintain and update. A new P&P manual will serve as a brief introductory manual. Again, clear statements of policies on the website will help everyone work together as members of the WGI team and will protect both the public and our trainees against any irregular practices that undermine the quality or integrity of our courses. Flexibility is a key component of all our policies and, to safeguard the integrity of our organization, it makes sense to check out variations and additions with the WGI Board.
- Improving Communication is always a goal. Board members really need to represent the people who voted them onto the Board. This requires a two-way communication process where the members can express their wishes clearly to the Board and where their delegate ensures that communications from the Board reach them regularly. To these ends it becomes important that delegates are fluent in English, reasonably competent in information technology and, of course, are regular attendees at Board meetings.
- In some cases faculty recognized by Dr. Glasser and WGI have been prevented from doing training by their local organizations. Recognition as official CT/RT faculty can only come from the organization approved by Dr. Glasser. Once that recognition is given, the faculty member is authorized to teach the ideas in accordance with WGI policies and procedures. Naturally, some local organizations may add further requirements to courses in order to satisfy local needs.
- At times countries that are new to RT/CT have used trainers from a great distance when more accessible (and therefore more economical) alternatives were available. Obviously there are certain faculty members with very specialized skills, language competency or relevant information to offer and there may be no nearby faculty who can match the needs of the trainee group. WGI has created a policy about how it deals with requests for faculty and it is hoped that this will make it fairer, easier and more economical to hire faculty, especially for new areas.
- A small number of official certificates have been issued to faculty who have not returned the corresponding number of dues payments. There is no evidence of malpractice but the online certificate verification procedure will safeguard the rights of trainees to know that their certificates are valid.
- The nature of affiliate organizations. In the past, the definition of an *affiliate organization* was very loose due to the William Glasser Institute being glad to have any local body that would coordinate courses. Some of these bodies appear to have broken away from WGI, and as such, can hardly be described as affiliates. It therefore seems appropriate for WGI to establish a clear policy about what constitutes a member organization.

- Attracting younger people into Choice Theory at an organizational level is another issue of concern to WGI. The world has changed a lot since Reality Therapy was introduced in 1965. Training in therapy and counseling is now increasingly regulated by different forms of accreditation. Our RT training in particular needs to address this issue.
- Increasing application of Choice Theory psychology. What began as a theory to explain a therapeutic approach became a new way of understanding human behavior in general. As such, Choice Theory became applicable to education, management, personal wellbeing, relationships, parenting, coaching and probably many more areas. WGI needs to develop additions to its basic RT training model to encompass the other applications of Choice Theory psychology.

## **Democracy**

It is vital for all our members to grasp the idea that WGI now belongs to them. This is one of the major differences between William Glasser International and The William Glasser Institute. WGI is now an association of all those who wish to use and promote Choice Theory psychology, Reality Therapy and related applications. It is this collective belief in the value of Choice Theory, Reality Therapy and other applications of Choice Theory psychology that will guide and safeguard the work of WGI.

The Board of WGI is made up of delegates who work on behalf of the broader membership and, as far as is practically possible, consult with them and listen to their opinions. Choosing to be a member of WGI is choosing to be a colleague of like-minded individuals around the world, to share the vision, the mission, the objectives, the principles and the policies of WGI. Without these shared documents about our vision and policies we cease to be an organization and certainly would have great difficulty in operating as a team.

There has been some discussion as to whether the members of the WGI Board are "representatives" or "delegates" or even "directors." As far as the legal incorporation of WGI is concerned (and this is necessary for us to manage funds received from the public) the Board is made up of directors, and the Board elects new directors as necessary. However, we as an international body have the policy that the directors are in fact elected by the members of WGI. Our organization is democratic. So the next question is whether they are representatives or delegates.

From the beginning we have operated on the understanding that the board members are delegates. In other words they will not need to consult with their electorate for every decision they participate in. Delegates to the Board will at all times contribute to discussions and decisions based on their understanding of what their electorate would want. If the delegates have any doubts it would be important for them to consult with their electorate about those points. We believe that to operate as "representatives" would not be practical, and we are not aware of any affiliate body that operates in that way. However, it is important that the Board members always act in a fully democratic way, to relay the wishes of their electorate as best they can, and to relay relevant Board news back to the electorate. WGI is committed to using internet communication to maximize the two-way flow of ideas between members and the Board.

To help protect the continuity of the Board, a staggered system has been adopted so that no more than one third of existing Board Members retire from the Board in any given year. Where there is more than one delegate from an area, their terms of office have also been

staggered so that there is further continuity of representation. The normal term of office is three years.

The actual distribution of electoral areas around the world was decided in Nashville, based on our best estimate of how our Board could best represent its members. Some have suggested that every country or area should be represented but that would result in a Board so big as to be totally ineffective. The vital component is communication. Each area delegate can have separate meetings with a committee made up of representatives of each affiliate in that area. That would be a decision for each area as it may suit some more than others. Again practicality is an issue since this adds extra meetings to our already overworked affiliate leaders and to Board members. The ideal of a totally consultative democracy remains and hopefully each area will work out a communication structure that best suits its needs.

In any group, the way it makes decisions is important. It is easy for one person to make decisions about whether to go route A or route B. Once there is more than one person, the difficulty of the decision increases not linearly but logarithmically in proportion to the size of the group. As a solution to the group decision-making problem we can aim for a dictatorial decision of the leader, a majority decision, a compromise, the lowest common denominator, or a consensual decision. Whatever model we opt for, it becomes virtually impossible to have the ideal for absolutely every member of the group. WGI is committed to getting as close as possible to consensus at all times but even there, some people may find the decisions at variance with their own wishes. Hopefully that will happen less and less as we grow, as we get better and better at representing well the wishes of our members.

Without a body such as WGI the risk is that a variety of different interpretations of Choice Theory will develop. WGI, through its democratic structure, its two-way communication with members, and through conferences and courses, can protect the authenticity of the Choice Theory it teaches. The rich diversity of views found throughout our membership can help Choice Theory remain vibrant and constantly developing. Members and organizations around the world will have the benefit of WGI's umbrella, offering the seal of authenticity to their own work.

WGI is not simply an international Glasser organization; it is *the* organization that Dr. Glasser himself saw as carrying on his work. Some members have expressed concern that WGI would be "controlling" or that their local bodies would in some way be "subservient" to WGI. An example might clarify this. Dr. Glasser often spoke about the five basic needs. Frequently he would say that some people might want to add needs, or use different names. He did not object to this at all; but did say that, when quoting him, it should be the five needs as he described them. It is the theory that Dr. Glasser described that WGI is committed to safeguarding. This includes helping it develop, since it was always very much a developing theory in his hands. Members and organizations who share that vision may freely join WGI. On behalf of those same members, WGI will safeguard courses that acquire WGI recognition. WGI is very aware that safeguarding the core of Choice Theory should at the same time be balanced by a great flexibility in how courses are run in different parts of the world.

I would hope that this document helps clarify the complexities that WGI are dealing with, the fact that we are fully committed to safeguarding Choice Theory, Reality Therapy and other applications of Choice Theory, and that we are fully democratic in nature. It should also reveal that we are in process. We are working towards many ideals we have not yet achieved. Hopefully, this summary will encourage our members to understand the role of WGI, to appreciate the work involved and to collaborate in the vision and goals we share.

We are all the recipients of Dr. Glasser's legacy and William Glasser International will safeguard that legacy responsibly and with pride.

### **Reference**

Glasser, W. (1965). *Reality therapy: A new approach to psychiatry*. New York: Harper & Row.

### **Brief Biography**

Brian Lennon was a founding member of the William Glasser Institute Ireland and of William Glasser International. He is a retired guidance counsellor and psychologist and is a senior faculty member of WGI. He is a keen sailor, and lives near Dublin in Ireland with his wife, Laura.

## **THE HISTORY OF THE INTERNATIONAL JOURNAL OF CHOICE THEORY AND REALITY THERAPY, PLUS MUCH MORE**

Thomas S. Parish, Ph.D., CTRTC

### **Abstract**

While the Journal has gone through many name changes over the last thirty-six years, its focus has always been, and will continue to be, highlighting the works of William Glasser, plus many others who have provided research and written commentary supporting such concepts as Choice Theory, Reality Therapy, Quality Schools, Lead Management, and other related concepts. Notably, along the way, the Journal has been changing, as well as its name, and this report will seek to describe many of the changes that it has undergone.

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In September 1981, the *Journal of Reality Therapy* was founded by Dr. Lawrence Litwack, who served as its editor until the spring of 1997. In the fall of 1997, the Journal was renamed the *International Journal of Reality Therapy*, with Dr. Litwack once again serving as its editor. According to Dr. Litwack (1997), the change in name at that time was made necessary to more accurately reflect the widespread dissemination of Dr. Glasser's ideas around the globe. The inside cover of the fall 1997 issue listed the international groups that had been formed, including:

The William Glasser Institute—Australia

The William Glasser Institute—Ireland

The Reality Therapy Association in Japan

The William Glasser Institute—New Zealand

Korea Association for Reality Therapy

Canadian Association for Reality Therapy

Association for Reality Therapy—Singapore

Reality Therapy Association—United Kingdom

These international groups worked in their respective areas to teach the world Reality Therapy as well as many other Glasserian concepts. Like the Journal, which was sponsored by the Institute for Reality Therapy (now known as William Glasser International), each of the above-mentioned organizations was guided and directed by Dr. Glasser, and members of these organizations regularly conversed with him regarding how they might most effectively teach Reality Therapy in an international context. How well they did will certainly be a topic covered by others in this issue of the Journal. As with these satellite organizations, the Journal has seen many "curves," as well as various "bumps" in the road that it has had to deal with along the way. Some of these "curves" and "bumps" will be discussed in this report.

### **Making the Journal Available On-Line**

The *International Journal of Reality Therapy* continued to be edited by Dr. Litwack through 2009, at which point he retired, and passed away shortly thereafter. Before retiring, Dr.

Litwack transferred ownership and management of the Journal, effective January 1, 2010, to Dr. Thomas Parish. At that time, and at the request of Dr. Glasser, the Journal was renamed once again, and became the *International Journal of Choice Theory and Reality Therapy*. Dr. Parish assumed editorship of the Journal, which for the first time was made available to dues-paying members on-line by the William Glasser Institute. In 2012 the membership requirement was dropped, thus allowing many more people (members and nonmembers) to gain access to the Journal via the internet, at no cost. To the writer's knowledge, rarely do other professional organizations do this. Rather, they continue to charge their membership for receiving their publications.

Today it is possible for Institute members, and non-members, to download the semi-annual issues of the Journal by either going to the William Glasser Institute website, or simply entering [www.ctrtjournal.com](http://www.ctrtjournal.com) to access all of the past issues of the Journal (2010-2016), easily and at absolutely no cost. This type of access to the Journal allows greater outreach and opportunity to teach more people, throughout the world, Reality Therapy, Choice Theory, and other Glasser-related ideas that have been developed, or may yet be developed.

### **Past Issues of the Journal (from 1981 until present) are also Available**

Since the *International Journal of Choice Theory and Reality Therapy* is committed to making the Journal available to Institute members and non-members around the world, other important changes have been instituted. For instance, until recently, if you didn't have an actual hard copy of the Journal (regardless of its title), from 1981 until 2009, it was almost impossible to obtain those back issues, or any the articles within them. This made doing research on Choice Theory, Reality Therapy, or any other Glasserian concepts, very difficult to implement and/or complete. To correct this situation, the *International Journal of Choice Theory and Reality Therapy*, or however else named, has had all of its past issues from 1981 copied/digitized and anyone wishing to access these issues, or the articles within them, can simply submit a request by going to: <http://education.mwsu.edu>\*, then under the Links Area, clicking on the hyperlink "*International Journal of Choice Theory and Reality Therapy*," which will take you to the Journal page. On this page there are links to abstracts and a form to request a copy of any article(s) that have not been digitized, all of which will be provided to the requestor in a timely fashion, and will be provided free-of-charge. Importantly, no other journal, to my knowledge, is set up to provide their readership, both member and nonmember alike, with such resources, at absolutely no cost to them.

### **The Journal Provides Author and Topical Indices Every Five Years**

Another important feature regarding the Journal is that since its inception it has published topical and author summaries every five years so that anyone can readily access writings, and/or research, by authors' names, or by topic so that any inclusion can be quickly found and reviewed, once again without any charge to the reader. This is an asset to those who are seeking to find a particular author's work, or a particular topic, in a very efficacious fashion.

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\* This service is being offered through Dr. Matthew Capps, Dean of the West College of Education at Midwestern State University in Waco, Texas. The WCOE at MWSU is currently the sole sponsor of the *International Journal of Choice Theory and Reality Therapy*, and has agreed to provide this service to the Journal's readership, regardless of Institute membership.

## **The Journal is Multifaceted in Purpose**

The Journal is not intended to be purely a report of available *research* regarding Choice Theory, Reality Therapy, or any of the other Glasserian concepts. Rather, each issue of the Journal seeks to cover at least three basic areas including research, various innovative ideas, as well as any other topics that are believed to possess great heuristic value for the Journal's readership.

## **The Journal's Special Features in 2017**

2017 should be a banner year for the Journal since the spring and fall issues have been set aside for familiarizing the readership with important aspects of the Institute's and the Journal's past, present, and future. Specifically, the Spring 2017 issue of the Journal will be dedicated to reviewing the past of both, while the Fall 2017 issue of the Journal will cover issues that lie ahead for both.

## **The Editorial Board's Request for Assistance**

The Editorial Board is always seeking to improve the Journal, and therefore it invites you, the reader, to suggest ideas that will aid our readership in new and innovative ways. Suggestions should be sent to Dr. Thomas Parish ([parishts@gmail.com](mailto:parishts@gmail.com)).

## **History of the Journal**

### **Journal Timeline:**

<u>Years</u>	<u>Name Changes</u>
1981-1997	<i>The Journal of Reality Therapy</i>
1997-2009	<i>The International Journal of Reality Therapy</i>
2006-2008	<i>The International Journal of Choice Theory</i>
2010-present	<i>The International Journal of Choice Theory and Reality Therapy</i>

The transition from the *Journal of Reality Therapy* to the *International Journal of Reality Therapy* was explained earlier in this article. It came about as a result of the broadening appeal of Choice Theory/Reality Therapy concepts worldwide. It is significant to note that the *International Journal of Choice Theory* (edited by Dr. Jeffrey Tirengel), which existed concurrently with *The International Journal of Reality Therapy*, came about at the invitation and authorization of Dr. William Glasser himself as a result of disagreements that existed between Dr. Glasser and various members of the Institute concerning ideas that should not be espoused by those teaching the concepts of Reality Therapy. Few, however, might really understand exactly why this was so. Therefore, the following account is offered to provide the readership with this insight.

In 1996, at the Annual Conference that was held in Albuquerque, New Mexico, Dr. Glasser and Dr. Thomas Parish, met an unnamed WGI faculty member, to discussed the member's writing endeavors, theoretical ideas, and how they seemed to not match up well (in Dr. Glasser's view) with Dr. Glasser's theoretical positions and recommended practices. During this meeting, Dr. Glasser asked Dr. Parish to set up a research study to compare the two approaches, which Dr. Parish agreed to do. However, a few hours later Dr. Glasser called a meeting of all who were in attendance at the conference to announce that this faculty

member's ideas and practices were not in keeping with his, and that the faculty member in question was invited to leave the organization. Notably, this did not sit very well with some of the membership, so a few of them left the meeting with this faculty member, while others stopped being involved in the organization soon thereafter.

As a consequence of the break between the faculty member and Dr. Glasser's positions, Dr. Glasser introduced an agreement or pledge form that stated that anyone associated with Bill Glasser and the William Glasser Institute needed to sign this pledge on an annual basis agreeing that they would use Reality Therapy, Choice Theory, and other Glasser-related concepts exclusively, and not employ any other approaches (of their own making or by others). While many of the members chose to sign the pledge, some did not. This resulted in more invaluable, long-time members discontinuing their association with the organization, though many faithful members remained with Dr. Glasser.

In a subsequent issue of the *International Journal of Reality Therapy*, editor Dr. Larry Litwack (2005), who had been a very dear friend of Bill's (for 25+ years), wrote an editorial disputing the idea that a "pledge form" was a good thing, and that others should be able to spin off from Dr. Glasser if they so choose to do so, and yet still maintain their ties to the WGI organization.

Dr. Glasser consequently disassociated the William Glasser Institute from the *International Journal of Reality Therapy*, as well as severed any/all financial arrangements it had with this journal, and then decided to sponsor a new journal (*The International Journal of Choice Theory*), with a new editor (Dr. Jeffrey Tirengel). For a few years both journals published articles concurrently, until Dr. Tirengel could no longer serve as editor of the *International Journal of Choice Theory* for personal reasons. Dr. Glasser and Dr. Litwack at that point managed to mend their fences amicably, and, as a result, *The International Journal of Reality Therapy* once again became the official journal of the William Glasser Institute.

Regarding the name change from the *International Journal of Reality Therapy* to the *International Journal of Choice Theory and Reality Therapy*, Dr. Glasser had two points he wanted to convey:

First, he wished to appoint Dr. Thomas Parish to serve as the editor the Journal, and . . .

Second, he wanted the journal to be called the "*International Journal of Choice Theory and Reality Therapy*." Dr. Glasser was totally convinced at that time that in the days ahead Choice Theory would become the true focus of his legacy, even more so than Reality Therapy. He repeated this position many times and at various meetings until his passing in 2013.

Dr. Glasser often referred to Choice Theory as the railroad track upon which the Reality Therapy train ran, and felt that it was Choice Theory that would provide the way for his various ideas to be better understood worldwide. While I can't dispute the accuracy of that position, I certainly do recognize that Reality Therapy has been his most renowned work, and has even been recognized in Europe as a viable psychological counseling technique by the European Association for Psychotherapy, which consists of 125,000 members located throughout Europe. Truly, both Choice Theory and Reality Therapy have definitely added to Dr. Glasser being known as a true genius when it comes to helping others take more effective control of their lives. *The International Journal of Choice Theory and Reality Therapy* is very pleased to be the singular journal in the field of psychology that has been, and will continue to be, dedicated to sharing these ideas worldwide.

## References

- Litwack, L. (1997). Editor's comments. *International Journal of Reality Therapy*, 17(1), 3.
- Litwack, L. (2005). Editor's comments. *International Journal of Reality Therapy*, 24(2), 3-6.

## Brief Bio

Thomas S. Parish, Ph.D., CTRTC, is an emeritus professor at Kansas State University, has authored or co-authored several hundred refereed journal articles, many having focused upon Choice Theory, Reality Therapy, Quality Schools, and other Glasserian-concepts. He has served as the Editor of the *International Journal of Choice Theory and Reality Therapy* since 2010.



**Maggie and Jim Roy, Tom Parish, and Nancy Herrick at the 2014 International Conference in Toronto**

(Photo courtesy of Tom Parish)

## **RECOLLECTIONS: REALITY THERAPY SILVER JUBILEE CONVENTION 1990, CINCINNATI, OHIO**

Robert Wubbolding and Sandra Wubbolding

### **Abstract:**

In 1990 The William Glasser Institute celebrated the 25<sup>th</sup> anniversary of William Glasser's groundbreaking book *Reality Therapy*. This international meeting was attended by 460 people from around the world. Besides presentations at the conference by institute faculty, the banquet highlighted the historical development of Dr. Glasser's ideas. His long term associates paid tribute to his work in schools, correctional, and counseling organizations. His family described their closeness to him and a special greeting was sent by Bea Dolan, Superintendent of the Ventura School 1962-1976. "We, at Ventura, started every treatment program the department had; citizens advisory groups, ward advisory committees, small and large group counseling, off campus services, etc. AND WHAT DID WE GET – EACH OTHER! A REWARD BEYOND COMPARE."

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In 1987, we [Bob and Sandie] approached the Advisory Board of the Institute for Reality Therapy and asked if the Midwest Region could host the 1990 Annual Convention in Cincinnati, Ohio. The board did not understand the three-year wait when 1989 was open for a convention bid and was a possibility for the region. We told them that three years would be necessary to prepare. The Advisory Board agreed and accepted our proposal. They were unaware that Bob had attended the first conference of the Albert Ellis Institute in Glen Ellyn, Illinois, where they celebrated the Silver Anniversary of the publication of Albert Ellis's book *A Guide to Rational Living* (Ellis & Harper, 1961) Bob was inspired by the celebratory atmosphere of this conference and so 12 years later we thought it would be fitting to honor Dr. Glasser and his Institute by hosting the Silver Anniversary of the publication of his controversial and trailblazing book *Reality Therapy* (Glasser, 1965). Because of the three-year grace period, we were able to consult at length with Terry and Bob Hoglund, the chairs of the 1988 conference at La Posada in Scottsdale, Arizona, as well as with chairs Dolores Bartizal and Elaine Kniepfel of the 1989 Conference in Kansas City, Missouri, and the members of their respective Convention committees.

Early in our preparations we gathered together, hand-picked committee chairs, and were able to negotiate any differences that arose. In fact, during the entire time before and during the Convention, we did not lose a single member of any committee. The committee members truly practiced the principles of reality therapy. We, the chairs of the conference, made it clear that all opinions would be respected, and yet we took responsibility for final decisions. We selected three possible hotels for Naomi Glasser, as liaison from the Institute, to visit and to demonstrate her formidable negotiating skills. She selected the Hyatt Regency Hotel, a decision we greeted with enthusiasm.

One anecdote illustrates several aspects of chairing a conference and work on committees. At one of the meetings attended by approximately 30 members, Naomi Glasser, with her always enthusiastic desire to be helpful, said to the committee members, "If you have any ideas about this conference, just call me at home in Los Angeles." Bob intervened immediately, saying, "No, Naomi, they should call Sandie and me, the chairs of this

conference. If necessary, we will communicate with you." A stunned and tangible silence enveloped the meeting room! It seemed that the committee members were rendered unconscious by this brash statement. But, in fact, it was not brash, and Naomi understood that it would be more helpful if everyone followed the chain of command. Even though she was the ultimate decision maker, Naomi always respected the input by the committee and the role of the committee and the convention chairs. She was so easy to work with because she practiced "lead management" long before the name entered the lexicon of institute vocabulary. She was always "firm, fair, friendly," and, especially, gracious. She wanted and received direct opinions and feedback.

The convention itself was an ecstatic experience for the 460 attendees. HarperCollins, publisher of Glasser's book *Reality Therapy*, donated a huge ice sculpture in the form of the hands and the flame, the symbol of the Institute. Not surprisingly, it provided an excellent backdrop as a photo-op, and Bill and Naomi graciously posed there with hundreds of attendees.

Besides the excellent presentations, each evening was spent with its own special celebration. On Wednesday evening, the first night of the Convention, was a reception and dinner. Thursday evening was a Zoo Safari and a sing along in a meeting room, followed by a classic summer monsoon at the end of the evening drenching everyone as they returned to the buses. Friday evening was a "chat session" entitled "Sterling Memories." Attendees presented their favorite memories over the past 25 years and included Bill's comments and retorts. Some were serious and some were just plain fun memories. Saturday evening, July 7, was the formal banquet. The content of this memorable evening is listed below as it originally appeared in the commemorative program at each dinner place.

### **Champagne Toast to William Glasser**

#### **Dinner**

##### **Tribute to William Glasser:**

##### **"Present at the Creation"**

**Donald and Mary O'Donnell  
Douglas and Barbara Naylor**

##### **"The Beginning of the Tradition"**

**Alex and Ann Bassin**

##### **"The Tradition Becomes Permanent"**

**Richard Hawes**

##### **"The Tradition Continues"**

**Diane Gossen, D. Barnes Boffey, E. Perry Good**

##### **"The Tradition Takes a Step Forward"**

**Larry L. Palmatier**

**“The Tradition Today”  
Mary O’Dwyer**

**“The Tradition of IRT”  
Linda Harshman**

**“The Family Tradition”  
Martin Glasser**

**Presentation of Gifts to Dr. & Mrs. Glasser from IRT**

**Comments from Dr. Glasser**

**Dancing**

Included in the program was a heartfelt message to Dr. Glasser from his Institute, along with a message sent from Bea Dolan, Superintendent at the Ventura School 1962-1976.

**Message to Dr. Glasser from the Institute for Reality Therapy**

*Message to Dr. Glasser*

*It has been said that “a journey of a thousand miles is begun with one step.” When you first used the phrase “reality therapy” you took that first step. And when you spoke of 8 steps, schools without failure, identity society, positive addiction, control theory, environment, procedures, and quality your stride increased.*

*Tonight, as you pause in your journey, we, the Institute for Reality Therapy, wish to say as best we can, “a thousand thank you’s”. Thank you for choosing to make the journey. Thank you for your ideas. Thank you for your achievements, for your authenticity, for your support, for your encouragement, for your friendship. Thank you for showing us the way.*

*Our program tonight is for you and for all the Institute of Reality Therapy. We look forward to another 25 years of your journey. Our hope for you and Naomi is a long, happy and healthy life. Our hope for us is that we can keep pace with your journey.*

*The Institute for Reality Therapy*

**Message to Dr. Glasser from Bea Dolan, Superintendent of Ventura School**

*“We, at Ventura, started every treatment program the department had; citizens’ advisory groups, ward advisory committees, small and large group counseling, off campus services, etc. AND WHAT DID WE GET - EACH OTHER! A REWARD BEYOND COMPARE.”*

*BEA DOLAN, SUPERINTENDENT  
VENTURA SCHOOL  
1962 - 1976*

Because of input from Bill and Naomi as well as Bob and Sandie, the Midwest Institute sought and ultimately achieved financial security, largely due to the success of the convention. Since that time, the Midwest Region of the William Glasser Institute has been able to provide several intensive training scholarships each year.

In summary, Dr. Glasser's journey continued for 23 more years during which time his steps included the Quality School, Lead Management, Choice Theory, and additional applications to families, couples, and teenagers. His example has inspired many of us to preserve his legacy, to extend his ideas, and to develop specific applications to the ever-changing world of mental health, education, management, spirituality, and the boundless world of human relationships.



**Carleen Floyd, Bill Glaser, Naomi Glasser, Don O'Donnell, Conference Participant, and Bob Wubbolding, in the Silver Anniversary Room that was prepared by Don and Carleen Floyd.** The walls were filled with articles Bill wrote, information from conferences where he presented, pictures of previous RT events etc.

(Photo courtesy of Bob and Sandie Wubbolding)

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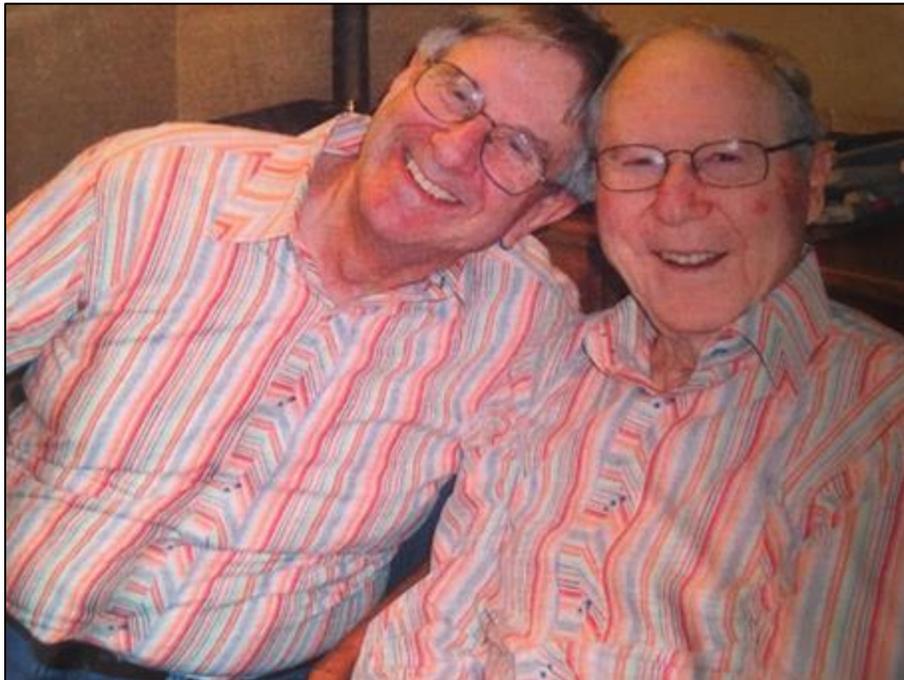
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## Brief Biographies

Robert E. Wubbolding, EdD, Senior Faculty, Director of Training William Glasser Institute 1988-2011. Authored 15 books on reality therapy, Professor Emeritus Xavier University, Cincinnati, Ohio. Taught reality therapy in North America, Asia, Europe and The Middle East. Most recent book *Reality and Self-Evaluation: The Key to Client Change*, published by the American Counseling Association. Holds licenses in psychology and counseling, and is a Board Certified Coach. Was recognized as a "Legend in Counseling" at the 2014 American Counseling Association Conference in Hawaii.

Sandra T. Wubbolding, MEd, CTRTC, Practicum Supervisor, Retired French Teacher, Administrator, Center for Reality Therapy, Married 35 years to Bob Wubbolding



**Bob and Bill, sharing an appreciation of Reality Therapy AND fashion**

(Photo courtesy of Bob and Sandie Wubbolding)

## REALITY THERAPY PAST: KEYNOTE FROM THE WGI-US CONFERENCE CELEBRATING 50 YEARS OF REALITY THERAPY

Barnes Boffey

### Abstract

This submission is an edited transcription of Boffey's keynote for the 2015 WGI-US conference in Las Vegas, NV. Boffey shares his memories of the development of the Institute and how his life was changed by the work of William Glasser and through his relationships with the people he met along the way.

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It's great to be here and it's a real honor to share a little bit of the history of this organization as I know it. The only part I know is the part I saw. I am not a historian. I am, as you are, a student of human behavior. I love human behavior. It's the one thing I have found that doesn't ever bore me. I came to the Institute [for Reality Therapy] in 1975. I took a two-day workshop with Fitz George Peters in Hanover, New Hampshire under the urging of a woman named Ann Lutter. I'm going to throw some names here; these are people whose shoulders you stand on even though you don't know it, many of whom gave their entire professional lives to make sure these ideas would be preserved and continue to be taught. These were people who gave in a way they wouldn't have and couldn't have



given were it not about love. If it was about money, or about prestige, or about power, they would not have given with the depth and intensity they did. Ann Lutter was one of those people; she and I eventually went into private practice with after we got certified together in 1977. This week I found my Reality Therapy certificate from 1977. How about that? I just moved and I can't even find my shoes and I still have my certificate.

We went to the workshop and when it was done we both knew it was really worth it. There was something going on there, something we didn't necessarily find going on in other places. The thing I loved most of all about the training was that Bill [Glasser] used these ideas to talk about something bigger than just gaining skill. It wasn't simply about learning techniques to take back to the workplace. When you heard Bill speak, even then, you couldn't help but hear his message: "These ideas can change the world." With many people, when they say they're going to change the world, watch out. You best back up a step and get a gauge on where they are. When Bill said he was going to change the world, I believed him, because he said he wasn't going to change it by *making* people do anything. He said he was going to change it by *helping* them change the way they thought; he knew that it was their *way* of thinking that lead to conflict.

The Institute's fifty years means that we all have some mutual history. The legacy of Bill Glasser and the institutional culture of the Institute have always had a special flavor. There was a very distinct cast of characters in 1975. I would hope to honor them, because each taught me something. Fitz George Peters was one. He had an interesting past and he came to the Institute for Reality Therapy because of his past and what he had learned from it; he was an amazing teacher. Then there was Dick Hawes and his jokes, and Doug Walker and his guitar playing. Doug taught a lot of Reality Therapy, but sometimes what I remember most was the music. With Doug it was always a *good* day for Reality Therapy, but it was a *great* day for music. Alex Bassin. Tom Smith. Ed Ford. Perry Good. Diane Gossen. Barbara Garner. Barbara was a big heart on two legs. Barbara would go into

schools and prisons and youth programs and just love them all into this organization [the Institute for Reality Therapy].

Then there was Sam Buchholz and Doug Naylor, who ran the educator training center [ETC]. The educator training center was really the teaching foundation of this organization. It was the major way the Institute for Reality Therapy interacted with schools, and that's what drew schools in. *Schools Without Failure* (1990) was Bill's big book at that time, and it provided a wonderful avenue for people to learn Reality Therapy. The institute really flourished when people who were interested in counseling became involved. Eventually the Educator Training Center and the Institute for Reality Therapy merged, especially because over the years, schools have really been our main business and more and more people worked both in schools and in areas that involved counseling.

### **Video Demonstrations and Teaching**

The Institute hadn't had any conventions before the late 70's, but they did have at least one gathering, and from that gathering was produced a set of videos with Bill lecturing and many sample role plays. I hope somebody pulls those out of the archives because they are absolutely worth seeing. It's fun to see a younger version of Bill doing these different role plays and some are unforgettable. There was one with Fitz George where Fitz George was a parolee and he kept trying to manipulate Bill in ways that would compromise Bill's integrity and power. "I guess what we say here is just personal between you and me, right?" said Fitz-George, trying to suck Bill into betraying his institutional responsibility. Bill said "Yup, between you, me and the record." Bill was right in the moment every time; he stood up to Fitz- George's scheming client, in a way that showed both power and love.

There was also a wonderful woman named Edna, the most psychosomatic case you have ever seen in your life. She was dizzy and woozy, "I can't get up in the morning," and literally presented every other physical complaint you can imagine. You expected Bill to be sympathetic and you expected him to do the kind of counseling, "Oh, how does that make you feel?" You expected him to do that when she said "Oh, I'm so sick." He said "Oh, God you're sick, the only thing that seems to be working and functioning with you is your mouth." It was very funny but also very poignant. Bill said something in that video during the debrief which was also very powerful. He said, "Try to be as honest with the client as you can be." Wow, there's a whole new concept. A good counseling session," he said, "should sound like a conversation between friends." That was a different way of thinking.

I remember one other role player who played a man who kept jumping out of his seat shouting "Jesus saves. Jesus Saves." You expected Bill in the sort of traditional model to say "Please sit down. We want to continue the counseling." Bill just said rather sternly: "Sit down, you can't be jumping up and screaming Jesus like that." The guy looked at him with shock and awe. It was really different; it was so real. It was honest and compassionate in a unique way and that has always attracted me to these ideas and these skills.

One final video was on the "10 Steps of Discipline." In that 10 steps video Bill used an example which I think anybody who ever heard it will never forget. He was talking about working with kids and doing the same thing with kids over and over again. His metaphor was "It's like driving on the beach," he said. "When you drive a car on the beach and you hear the sound "zizzz." He said, "You know what's going on. It's the sound of your wheels spinning in the sand and most people when they hear the sound "zizzz" say, 'all I got to do is hear it more and it will be better.' But it never works; in the history of cars on the beach it always ends up the same." And then he said, after you've "zizzz'ed" at a kid about a hundred times, it might be time to think about something else." Bill also had a way of just saying these off-handed things that were both powerful and funny. In the 10 Steps tape he continued to talk about sending the kid to the office..." and when he gets there you could

throw the kid a nickel bag of Fritos. 'Here kid, much some Fritos'." And the "funny" part is that you knew teachers were watching him talk and saying to themselves, "You can't give kids Fritos. That would be like rewarding them for bad behavior." For Bill it had been an off-handed remark, but teachers would sometimes put particular emphasis onto those comments as a way to refute his basic ideas. New ideas can be scary.

Many times as a sponsor of one of Bill's talks you had to do a little clean-up work after he came to town, because he made statements about school that had little or nothing to do with the actual day-to-day stuff that people were dealing with. You might have a crowd of a hundred teachers together at some point, or two hundred or more. They were so excited to hear Bill Glasser. You'd sit there and he would say something off-handed and *you* knew what he meant, but you knew it wasn't what the teachers wanted to hear. The whole room would go "ugh" and you would go, "Oh, God. Oh, God. Monday morning I'm going to be a busy boy..... No it's not what he meant. No, you don't just let misbehavior happen. No you don't say that to kids. No you don't do this. No, he didn't really mean that. He meant something else." So the 10 Steps of Discipline was a great place for people to get a good idea of what our discipline process was at the time. It's obviously not the model that we use these days, but it's definitely worth seeing as part of your history.

Those videos became especially important to me, because in those days before conventions we didn't have a lot of ways to stay in touch with each other or the Institute. Certainly, there weren't too many books. The big ones were *Reality Therapy* (1965) and *Schools Without Failure* (1990). So there wasn't a lot of information and few ways to stay connected. During the time I was preparing for certification, my job at the time involved a lot of time at my desk. I had the video tapes made into audio tapes and listened to them for sometimes six hours a day. I did that because there was a way of thinking (what I now understand to be internal control psychology) that I could not get into my head. I just couldn't get it. There have been two significant times in my life when that happened. I remember wrestling in my dorm room in graduate school with Abraham Maslow's book, *Toward a Psychology of Being* (1962). I was literally wrestling with those ideas. And Reality Therapy was the same thing; I knew Bill was coming at it a whole different way, but I just couldn't get it. Later in my training it flipped in the middle of a workshop one day, and when it flipped, I got it. I got it. One of the instructors walked up and said "Don't ask them how they feel, ask them what they want." Something as simple as that was the last bb on a scale that makes it tip. "Oh! It's not about me. It's not about me figuring it out. Whoa!" That just opened up the whole thing for me.

So there were the 10 steps of discipline and there were the 8 steps of reality therapy. At that point the steps did not include "What do you want?" The first step was "What are you doing?" Bill had not yet been introduced to the ideas of William Powers. After he met Powers, he began to talk more about the quality world. But prior to the addition of the quality world concept, the first step was "What are you doing?" The second "Is it working?" and the last step was "Never give up." I remember that, too. Number 8: "Never give up." I was always impressed by that and by Alex Bassin, who was so proud that he had convinced Bill to add that as number eight.

### **Conferences and Changes**

In the late 70s, we began to have conferences and Bill asked me to organize the first conference. I was working at Dartmouth College at that point and for some reason he felt I would be good at that. Some say I was; some say I wasn't, but we had a conference in Chicago in 1981. Conferences were really the meeting of the clan and a wonderful bringing together of everyone. If we ever lose that face-to-face in this organization, we're going to lose the organization because that's where the cross teaching came. That's where excitement came. That's where you came and heard Bill's new ideas, because he was a

voracious learner. In learning and teaching the ideas, many of us would say, "I got it, I got it" and then Bill would come in the next conference and change it. It would be "Grr. Damn it. I had it." You think you have a complete understanding, but then the next year Bill says "I've been thinking about this" and you say to yourself, "No, don't keep thinking about that stuff! Just leave it alone for a while. Leave it alone. I just about got it right."

You could always tell at a conference when he was working a new idea because usually he was an amazingly funny guy, but when he was chewing on a new idea, he wasn't as funny. He would talk and you could see he wasn't totally clear; he was mulling it over and working it around. Then he'd start to get it and you'd just watch the humor just lift off the ground. He just started to add one of his million little anecdotes and bits of playfulness. His increased humor was always a sign of his increased understanding.

Presenting at conferences was also fun, although at times stressful. I did a lot of workshops at conferences and the one of the things you got used to, if you worked for this organization, was that you would be standing there giving a talk and all of a sudden one of the participants would just get out of his chair and walk up next to you and take over the workshop. That participant was always the same participant. It was always Bill Glasser. If he didn't like what you were saying or didn't think it was accurate based on his ideas, he'd just get up there and correct it. He would say, "No, that's not..." and go ahead and clarify what he thought your present thought should be, based on his ideas. When you presented fairly often you just had to get used to the idea this might happen and that you would have to go with the flow. Bill had no compunction about correcting you because it was *his* theory. In case you were ever in doubt, this was *his* theory. You could talk about it. You could work on it. You could write about it...but don't mess with it.

So ongoing conferences began and each region of the institute was responsible for its own conference and each did a good job with them. They did it all without much help from the central office in the beginning, and finally the central office was able to help and add some really great skills and provided consistency to the conferences. The regions, of course, tried to outdo themselves and each other. For example, if there was a ferryboat ride at one, the next one had to have a ride on something else. We were all over the place; the best cities of each region. It was fantastic. When you came together and listened to people who were trying new ideas in schools, in prisons, and in all different arenas, it was really important, because you realized you weren't the only one struggling. I often thought about the book *Of Mice and Men* (Steinbeck, 1937) and the character Lenny. Lenny was sort of an "intellectually challenged" guy and he would get confused. He got overwhelmed, and in his confusion and anxiety he would talk to his friend George and say "George, tell me about the rabbits." George told Lenny that at some point they could buy some bunnies and that Lenny could take care of all the rabbits. As Lenny listened to George tell about the rabbits, he would settle down. At conferences, I often felt like we were coming back to Bill and saying, "Bill tell us about the rabbits." What we meant was "Bill, tell us about the dream again. I need to hear about the dream. Tell us about how we can change the world and heal people and help people be happier." Because when I forgot, it just felt like work. When I forgot, it just felt like drudgery. When I forgot, it was just stuff. But when you heard Bill talk, he would share his dream and you felt you wanted to be part of that. He invited us all to participate in that dream and he essentially said "there's room for you in my dream. I want you to be a part of my dream." And because of the way he dreamed, you wanted to be a part of that and you would go off again for another 6 months or another year and work with people and do hard things.

### **Choice Theory, Spirituality, and More Changes**

I've had two organizations in my life at that point that were crucially important. At that time I was a brand new recovering alcoholic. So I had AA influences and I had Bill Glasser/Reality

Therapy influences coming at me at the same time. As it turns out, those two actually go hand in glove. If there was a stated psychology that could underlie 12 step programs, it would be Choice Theory [CT] and the whole internal control model. In both, a central theme is the recognition that you are not being controlled by the outside world, but that you are beginning to choose your emotions and beginning to take control of your life. AA and Choice Theory had many of the same central ideas: one was expressed more in spiritual terms, the other more psychological. We actually touched on the whole "spiritual" realm many times during the course of the workshops and the conferences.

In any case, Choice Theory has a spiritual dimension whether it is acknowledged or not. Anyone who talks about love, power, fun, and freedom, is talking about something spiritual. We talk about them as genetically based, as something that is within us when we are born; they aren't something we make up. And as Virginia Satir said "Once you realize that you didn't create yourself, you are in the world of spirit." But Bill never really mentioned "spiritual" in any of his work, and we often wondered why. He once said that he couldn't bring that in because he had spent so much time fighting the traditional psychological organization/ traditional establishment that to begin to add a spiritual issue would just have made it too easy to criticize or be written off. His ideas were not exactly "regular army" anyway. When you write a book called *Warning: Psychiatry Can Be Dangerous to Your Health* (2003), it's sort of like the movie "Jerry Maguire" where Tom Cruise exposes the fraudulent sectors of the sports agent business. Don't expect to be applauded...it's not going to happen. So Bill was concerned enough about that battle that he didn't want it drained by being associated with some kind of new-age spiritual approach. There was a lot of kooky stuff going around back then. Don't forget it was the 70's. So it's not that he wasn't a spiritual person, because he obviously was, but he didn't necessarily want that publicized that way.

This organization changed names a lot during that time too. First it was the Institute for Reality Therapy. Then Bill realized it had to be bigger than that, so he called it the Institute for Reality Therapy, Quality Schools, and Lead Management. Eventually he realized that decided to make it the William Glasser Institute.

### **Teaching Reality Therapy**

I was able to do a lot of things because of Reality Therapy. First, I was able to make a living. A significant part of my living was teaching Bill's ideas in workshops of all kinds. I don't know how many times I introduced the four basic needs on a Wednesday afternoon in an elementary school gymnasium to a group of one hundred and twenty somewhat enthusiastic teachers. At one point, my young son, who knew I was a consultant, asked me "Dad, what do you do for a living?" because he couldn't get a handle on what this consulting thing was. I finally said, "Adam, actually, I guess I am a salesman. I'm a salesman except I don't sell shoes. I sell ideas and I go into places and I say "Here are some good ideas to try; use these ideas and if you like these ideas, I have some more ideas you could buy later on." He got it. He got that I was selling ideas and that I was kind of a salesman, as we all are. We have to do the kind of things that good salesman do. We have to know our customers. We have to be enthusiastic. We have to know the product. We have to know what's going on.

Bill taught me how to manage without coercion. He taught me how to really look at my management style and ask myself, "How can I do this if I don't use carrots and sticks? How do you manage people without having to butt heads all the time?" I manage in a whole different way than I did before and I'm amazed at what happened. I have stopped managing people and started managing perceptions. Also, RT/CT allowed me to write a couple of books, which is sort of like having a child. It goes around and travels all around the world. You meet people who say, "Oh, I've read your book," or, "Oh, I liked your book,"

or "That was really helpful." It's sort of like your kid walking all around the world and if they have productive interactions with people, it's really great.

I was trying to think about other things that learning these ideas allowed me to do. For my 70<sup>th</sup> birthday this year I went on a cruise with my ex-wife, my two sons, and my grandson. Now, my ex-wife and I have been divorced since 1989. Since 1989 we have not spent more than 2 days together as a family, but in part because I learned about our quality world, and because I learned about non-coercion, and because I learned how people work, we were able to go as a family on a 7 day cruise. We were together for a week and it was one of the joys of my life. My 13 year old grandson turned to me and said, "Grandpa, this was the best week of my life." That didn't happen by accident. It happened because people taught me how to live and how to create new pictures in my quality world and how outside circumstances don't have to control my attitude and desires.



I figured out the other day that being 70 means I've been alive 25,550 days. That's a lot of days. Where do they go? What was I doing? How did it happen? I discovered Reality Therapy when I was 30, 10,950 days ago. Since then, there have been days when I haven't thought of my kids, there are days when I haven't thought of my wife, there are days when I haven't thought of my job, there are days when I haven't thought about many things, but I cannot remember a day when I didn't think of something that I was taught in this organization. Asking myself, "What are you doing?" Asking myself, "Is this working?" Asking myself "Are you being the kind of person you want to be?" Asking myself, "Am I being loving? Am I being playful?" Literally every single day for 10,950 days, I have used something that learned here. What could be more applicable? What could be more significant?

### **Bill's Talks**

Another part of making a living involved sponsoring Bill's talks and doing all the arrangements. When Bill gave these talks all around the country, being an event sponsor was generally a money-making proposition because one of the things he did was say "I'll take half; we'll split the gate." So he would come and talk and take care of his expenses and you would take care of setting up all the arrangements. You would take care of advertising, and the room and the snacks and everything else, and you'd split it right down the middle. So if you did it well, you could actually make some money doing it, which was nice. He was generous enough that he didn't just pocket a huge fee and leave you hanging.

Bill always espoused active learning and making sure classrooms had various ways for kids to learn and succeed, and yet his workshop model was basically antithetical to everything he taught. He sat up there in a chair and talked for three or four hours. That's what he did and he would never tell a classroom teacher to do that. He didn't have to have a power point or activities to make it interesting. Not Bill...he talked. The difference was that he told the truth and he found a way to connect with each person there, no matter the number. It always felt like he was telling you about you. You'd listen and think, "Yeah, that's what I think; that's what I do. That's, wow... if I did that then.... Wow, I remember a situation where I did that. " He'd have this little chart in front of him and he'd give everybody a chart. Everybody got a little chart. "Whoopee, right! I got a chart," and you'd look at that chart and it is totally unintelligible. Before the lecture, you had no idea what anything meant and generally by the time the afternoon was over, you still pretty much had no idea what

the chart meant. You knew lots more about Choice Theory but if you wanted to know more about the chart you had to come to a workshop. Perhaps it was an unintentional marketing strategy. You had to come to at least one workshop to figure out what that chart meant, but even then it was only one iteration. There were lots of iterations of that chart. The first one had a little person which was half man and half woman; a little person with half a hairdo representing success identity and failure identities. Thank God as times changed the chart did too. Bill would sit up there and talk all morning and he would do roleplays in the afternoon. I listened to Bill speak probably 15 to 18 times. I never got tired of it; I always learned something. I was always energized because it wasn't just about what he said, it was that I was changing, and as I changed, what he said had a different meaning. He could say the same thing but it would feel like very new information and it was wonderful. And again, there were times when you had to clean up after him in terms of your local teachers' group but generally people were very happy. They were very happy with that experience and everyone learned a lot.

I also learned from just being with Bill before and after the lectures. One of the things I learned was that things very rarely happen in a straight line; current experiences may be the result of things you don't even know are occurring. He gave a talk in Bedford, New Hampshire one day, and the night before, we went out to the restaurant in that hotel and he ordered a Caesar salad and it was overloaded with dressing. It was a bad Caesar salad; not a good Caesar salad. So he didn't like it. So the next day he's giving a workshop for about 800 people. The hotel knew they had 800 people coming tomorrow, so they had the staff; they had plans...they were good to go. So Bill gets up there and he starts talking about education, and in the middle of that starts talking about his favorite topic at the time, *quality* and the concept of quality schools. He's just going along and he says offhandedly, "Like this hotel," he said, "I had a Caesar salad last night and it was definitely not quality. Obviously, they never thought about what the customer wants. What it should look like? How having a quality salad is really important. You know?" And he goes on for about two minutes. Guess what happened at lunch? There was barely a soul in any restaurant in the hotel, and I guarantee it was because they blew it on that salad. It was a tremendous thing for me as a leader to remember that salad. I'm sure they were wondering "Why don't these people come to lunch?" "What happened?" They didn't realize people didn't come because of that one salad and Bill going on and on about quality and lack thereof. So I learned that every salad that you put out, everything you do, every time you run a workshop, every time you give people a snack, every time you do all these things, it needs to be quality or it may have ramifications you will never understand.

### **The 1980s: From Control Theory to Choice Theory**

The 80s were a time of real growth in the organization. Bill read a book by William Powers called *Behavior, the Control of Perception* (1973). Powers, now deceased, was a scientist and one of the kindest men I ever met. He was a wonderful guy and a very smart man but very much a scientist. Bill read that book and said "This is the theory. This is why Reality Therapy works." As in many scientific discoveries, he found out what worked first and why it worked later. He read this book, began to understand it, and that's when the chart changed again. It's when he wrote a book called *Stations of the Mind* (1981). It was not easy reading. It was not the kind of thing you picked up and of breezed through. Bill always said that when he was trying to work out something, he wrote a book to help him do that. To learn about ideas, he talked about them and wrote books about them. When he finally wrote *Take Effective Control of Your Life* (1984), he would laughingly say it was the "English" version of *Stations of the Mind*. Bill got deeply interested in perception, and when Bill got excited about something, we were always drawn in too. He took Reality Therapy to a whole new level and began calling his whole model Control Theory. Later on, Bill decided that he

had made enough changes [to Powers' ideas] that he was able take credit for his creative integration of the ideas and called it Choice Theory. It was an exciting time.

I remember there was a weekend we spent in Los Angeles. Again, one of those times when I wrestled with something. Bill Glasser was trying to figure out whether he and Bill Powers could work together. They tried to come up with an agreed upon plan and interpretation, but they were very different people. I mean we're talking very different people, but they got together for a weekend at Bill's. It was amazing. They were discussing all these ideas back and forth with a facility that few of us who were also there could keep up with. These two men who were both clearly geniuses. We would have a break and we would walk out and I'd say to Al Katz or Perry Good, "Did he say what I think he said? He couldn't have said that; that couldn't be true." And Al or Perry would say, "No, he said that. That's what he said." I remember Bob Wubbolding was there and Diane Gossen, and of course Naomi. I'll talk about Naomi in a minute. Yeah, It was an amazing weekend. It was one of those things you just couldn't easily absorb. They were talking "way up in a higher level" and we were still sort of "down here," and you knew what they said was the same language but the concepts were so unfamiliar and new. Long story short, they eventually decided they really couldn't work together, which was sad. I did a lot of work with Bill Powers later in my life, and the more I learned about Bill Powers' ideas the better I felt about the way Bill translated his work. In the beginning, people thought he might not have done justice to it, but I think he took the essential pieces and did quite a good job at integrating them with the ideas of Reality Therapy and Choice Theory.

The 80s was a time of lots of work in schools. There was also a lot of work in prisons, which was really interesting. The people Bill would send in to do the prison work were primarily Barbara Garner and Jeanette McDaniel. It was a great initial contact with prisoners, almost all male. These two powerful and yet very demure women, both with big hearts, would go into these prison settings and draw those men into the ideas through both skill and caring. We went into a federal prison in Oklahoma where everybody in our intensive week had a life sentence; they weren't going anywhere. So they didn't get to use these skills to get out of prison. They used these skills to be better people and to find their way to survive in a very, very horrible environment. And in fact, one of the other souvenirs I have here today was done by a prisoner at the institution. This leatherwork was made for me by one of the inmates. I paid him for it and now 30 years later it is just as beautiful as it was then, with the Reality Therapy flames and the hands; the hands holding the flame. So, that was quite an experience; Barbara would go in first and it was like the picador at the bull fight. She'd go in, soften them up, open them up, and then I'd come in; a little harder level of skill building, and then we'd have somebody else come in to do certification week. To be in that place with those concrete walls and realize that the only tools these men had were going to be ideas that they could put to work was very humbling.

There were a lot of other organizations that the Institute connected with in the 80s, many of them schools using these ideas. There was a school in Simi Valley California, Brad Green's School. There was a place in Chicago, Aunt Martha's [Youth Services, Inc.]. There were other organizations that were using these ideas and coming to conferences and telling us about them. It was really cool because they were so excited and you could see it wasn't just theory; the ideas in action were so very powerful.

When I was talking about conferences, I forgot to mention Naomi, Naomi Glasser, Bill's first wife. You can't talk about the past without talking about Naomi any more than you can talk about the present and future without talking about Carleen. Naomi was, as we might say, a force to be reckoned with. She was a combination of left-guard, public relations expert, bodyguard, mom, wife, protocol expert, and hotel negotiator. If you were a hotel employee on the bad end of Naomi, that was not where you wanted to be. If things didn't go well, she

did not suffer fools gladly. But she also had a huge heart. Really what she cared about was Bill's well-being and she always wanted him to be presented in the best light. She always wanted to have him get the credit she felt he had earned, and she was not always subtle about it. She was quite a remarkable woman. She was the one who created the book *What are You Doing?* (1980) which is a series of case studies. Part of creating the book involved "asking" writers to get their paperwork in on time. When Naomi said get your paperwork in, you got your paperwork in on time. No questions and no excuses. We got those chapters in and she got that book written. She died and it was a great loss to all of us.

People always assumed Bill was this big social guy, but in some ways he was like the main characters in the Kurt Vonnegut (1968) story "*Who Am I this Time?*" It's a wonderful short story and it's about these two people who, when they go on stage, become people larger than life and larger than the people they are on a daily basis. In the earliest years that I knew Bill, he was a little socially awkward sometimes. He just preferred to sit sometimes. Over time I saw him shed some of that, but he was like the two people in "*Who Am I This Time?*" Whenever he was on stage talking about his ideas, it was like something took hold. He all of sudden became BILL GLASSER until he moved off into a social situation where he was Bill Glasser again; just a regular guy. But that dynamic was sort of interesting. When you got to know him as a person, you didn't realize that you had previously expected something larger than life. Then when you found out he was just a regular guy, it was something... well, it was either hard or it was wonderful, depending on what you chose it to be. There were several people in the Institute who had "daddy issues" with Bill. Bill re-fathered a lot of people in this organization, giving them some real limits and some love. He was a powerful person. He connected with people, and once someone gets that deeply into your heart, it can be tricky. There's a quote I love which says, "I have spread my dreams beneath your feet. Tread lightly for you to tread on my dreams." He had people open their heart to him, I think mostly because he told them the truth.

### **Going International**

The other thing about the 80s was the very crucial decision to go international. I'm not sure if it was a decision or if it was just the fact that there were people from all over the world saying "Bill come give your talk." The ideas were spreading and people said, you know, "Come and talk in Ireland, come to Korea, come to Yugoslavia" And he couldn't do it all, but he had a group of people around him that he really trusted and that he really was willing to trust and to mentor. These were Institute faculty who were ready to go to a different level, people who were ready to do more training, people who had been with the Institute a long time. So he sent people to different countries. Wubbolding went to Korea, Suzie Hallock Bannigan went to Ireland, Diane Gossen went to Norway, Larry Litwack went to Israel, Perry Good went to Yugoslavia, and Barbara Garner was in Australia. They went to these different countries and shared the ideas of reality therapy and choice theory, and over time the teaching was taken over by people from the countries like Rose Kim in Korea, Brian Lennon in Ireland, Leon Lojk in Yugoslavia, and Judy McFadden in Australia. It was really wonderful to watch. It was odd, because sometimes these ideas were more popular in other countries than they were in America. Often the psychological model in vogue in each country was not as fully advanced as they were in America. When we went to Yugoslavia, for example, much of the current accepted psychological model was still Freudian.

Often for us to come in and talk about these ideas was complicated by the fact that they didn't have language to translate the concepts. For example, we would talk about people "angering" rather than "being angry." We saw anger not as an emotion but as a behavior. Bill or one of us would be in front of an audience giving a talk with a translator, and all of a sudden you'd just hear this big groan in the crowd. It was clear that some people in the audience who understood English had heard Bill say one thing and the translator translate it

in another way. Someone in the audience would say "No, no, no, no." And the translator would explain vehemently that what they had translated was correct and the other person would go, "No, no, no, no." And all of a sudden the entire audience was arguing back and forth. As the speaker, you learned to just sit there while it all happened. They'd argue back and forth trying to get the concept that "angering" was a verb not an emotion, not a thing, and eventually someone would look at you and say with great definition "Okay." It was then okay to proceed and you could continue the talk. Very often you might be interrupted like that 4 or 5 times in an hour.

And it was great. Teaching in a different language made it so important to figure out what you were talking about. We worked in what was then called Yugoslavia a lot, and one of the things I loved would be when we were sitting at a table and the Yugoslavians would be talking and one of them would tell a joke in their language. You would say "Well, tell me the joke." And they'd think about it for a bit and just say, "non-translate-able." We didn't use official translators that had to take a half an hour off every hour of translating. These were volunteers and they were fabulous. They were people who were in the workshop, and they would translate for hours and hours and hours. And sometimes you had a Croat translating into Slovenian translating into English. I mean it was unbelievable. Remember in the movie *Space Odyssey* when the computer is being turned off and it start making dying noises with totally garbled speech? That was what happened to the translators about 2 o'clock in the afternoon. They would start to sound like HAL and you knew your translator was done. So you were just done for the day because literally their brains were so fried from trying to keep up with not only the words but also the ideas, which were so different. When you talk about internal control and about external control, it's a whole different language. We don't always realize it the differences, but for people new to the ideas it definitely can be.

Yugoslavia for me was a wonderful, a wonderful time. We went there probably four or five times. Initially we were officially invited by a woman who is a part of the government. These were tough times for Yugoslavia. Before Yugoslavia was Yugoslavia, there was Croatia, Bosnia and Herzegovina, Serbia, Montenegro, Macedonia, and Slovenia. The inflation rate was 2 percent a day. When we got there, we got spending money. First of all, it was a joke because there was nothing to spend it on anyway. Second of all, you know those big bricks of dollar bills they have in the U.S. mint? They're literally like about 3 feet long, 16 inches wide and 4 inches thick; just a huge big brick of money. That's what they handed you for spending money. Literally, you could've filled a suitcase with it. And it wasn't worth anything. You could go downtown to the little village and buy some little wooden products or something like that. They were poor as church mice, but they came to learn. Another thing was that when they took a coffee break, they took a COFFEE BREAK. They didn't seem to have a natural ending point; their start time was whenever they wanted to start until whenever they wanted to finish. The only thing that saved us was that Perry [Good] finally said to them "We are going to do this training week just like we do in the United States." And they went "Oh okay, well that sounds like it's important. We're going to do it just like in America so we're going to have a start time and a finish time, and we're going to actually follow that."

The first trainings were in the city of Zagreb but we slowly moved the training into a small fishing village called Crikvenica when Leon Lojk really got involved. We'd go there and have the same people come every year but they would bring new people. The culmination of that, and I think everyone who taught abroad had culminating times in their own countries, was in 1991 during the Serbo-Croat war. It was clear that they didn't have any money to bring us over, even the small amount of money they usually raised, which basically covered our air fare and a few other things. But it was exciting work, and knowing they had no money, and knowing how much they needed our support during the war, a group of Institute faculty volunteered to go over pro bono and run a conference for our people and anyone else who

wanted to come. There were about 10 of us who went over during the war. The war was actually going on and we went to the shoreline of Croatia to give this workshop. It was a very wonderful time because what people were telling us over and over again was, "I would not have not been able to handle myself during this war if I didn't have the ideas that you taught me. If I didn't know how to stay in balance, if I didn't know how to prioritize, if I didn't know how to remember that I'm internally driven not externally driven, I would not be able to be there for my family the way I have been." It was just one testament after another how important these ideas were. On about the second day of a three day conference, word came through that the Serbs were bombing Zagreb. The equivalent for us in America would be if we had gone to a workshop in our home state and we learned that they were bombing a town 30 miles or 40 miles away; and for some people it was their hometown. So people didn't know what to do. They didn't know, and we didn't know, what to do. Do we keep teaching? Do we send people home? Do I go man an ambulance? Do I go, do I leave do, what do I do?

I actually sat there at that moment, struck at the power of all of us being there and I wrote a poem. So I'll just read it to you because to me I think it just attests again to how important what we do is.

### ***Kilometers Away***

**Kilometers away,**

**there are shells of fear and death**

**landing in the lives of people I do not know.**

**And as I sit here and wonder about being here...**

**I think about them there, and me here,**

**and them here, and me there,**

**and I try to make sense of the tragedy and**

**stupidity.**

**Without a way to make sense**

**and give meaning,**

**this reality becomes a place of hopelessness-**

**the stuff of despair.**

**To make sense of the senselessness and create**

**meaning in the meaninglessness**

**is the heart of dignity, of hope, of**

**compassion.**

**I am not afraid to die- of that I am sure.**

**But to die without dignity- of that I am afraid.**

**To create dignity is to do what God has asked me  
to do**

**And to do it even in situations where others have  
forgotten about dignity,  
and being, and God,  
and others.**

**My GodJob is to teach the thinking of peace,  
of that I am also sure.**

**For with the thinking of war,  
we create war;  
and with the thinking of peace,  
we create peace.**

**Perhaps in this room is a voice  
that will lead this country out of its sadness;**

**Perhaps in this room is a voice  
that will spark the light of wisdom in the  
darkness of ignorance;**

**Surely in this room are those who will help  
to weave the fabric of peace  
that is even now being designed in our  
hearts and minds.**

**When I think I need to be somewhere else  
to be of more use,**

**I realize  
that if I were to leave  
I would not be here to support  
that voice...**

**And that would be the greatest loss of all.**

**I am here to be with you, for here we create  
peace, and love, and dignity;  
from here we must share the light of truth.**

**It can only begin with me...it can only begin with us.**

\*This poem was written in Croatia during the war with Serbia in 1995. Word had just come through to our conference/seminar meeting that Zagreb, the capital of Croatia was being bombed.

So those were the kinds of moments that we were blessed to have in the process of helping other people. Much of that comes because we are teaching something that's bigger and more important than just counseling; we are teaching about life, and courage, and responsibility, and honesty, and choice.

### **The 1990s: A Time of Transition**

In the 90s, Bill discovered Edward Deming, who, was credited with turning the Japanese automobile industry around after WWII with his ideas about focusing on quality rather than just low priced goods. As I mentioned, the reality was that when Bill got excited about something, we got excited about it too. It just trickled down, and you'd go to the conference you'd hear what he was excited about and that would be what we talked about the next year. He then wrote *The Quality School* (1990) and *The Quality Teacher* (1983). The basic three points of *The Quality School* were to eliminate coercion, talk about quality, and focus on self-evaluation. The self-evaluation part was very significant. Bill said that the ability to self-evaluate in our lives is much more important than the evaluation of others. That changed the way we operated in this institute: it changed the way we did workshops, it changed the way we described what should be going on in schools; it changed all sorts of things. It was a very important time and schools became again our central focus. We started the quality schools network, where schools could get approved as "quality schools" based on certain criteria and how the schools put the ideas into action.

In the middle of 1995, there was a sad time for me, and a sad time for the institute. There was a difference in opinion about whether certain ideas should be taught in certain ways and how that should happen. Bill felt very strongly about that, and because of that, people were asked to choose whether they wanted to stay in the institute or not stay in the institute. That was a very sad time for all of us, but the reality is that those kinds of things happen in almost every organization I've been a part of. And some people left, myself among them. For me, I never really left in my heart, but I was no longer able to play the role that I played before. If I had left in my heart, I wouldn't be here today. So 1995 is where my day to day knowledge of what went on pretty much ends.

### **The Good News**

But the good news is why we are here today. Those ideas have survived. In one very big way, whatever Bill set out to do, he's done. There will never be a point in the future where we say we have it all done. He wanted to change the world, and he has changed the world. Listen to your radio. Read a textbook. Listen to conversations at college events. Listen to people talking about how they learn. It's there. We have played our part. There's not one person who's going to change everything. We played our part, and in 25 - 30 years, when people talk about internal control psychology, everybody is going to say "Oh, it's obvious. Of course you choose how you feel. Of course it's internal rather than external. Things don't control how I feel, I do." In much the same way that people who learned the world was round instead of flat eventually said "Of course it's round." And we might say, "But you really believed it was flat." And they might reply, "But I don't really believe that." There's never going to be a moment where we say, "Let's celebrate Bill Glasser because *he* was the major guy that did it because that's not the truth. He was a major force in this process and in this organization; he still *is* a major force. Much of that just came from staying the course over the years since 1965.

I was talking to Bob Wubbolding this morning and he said "A lot times the important thing is just to show up. Showing up is a big deal." I totally agree, and in fact a major mantra in my life is "Show up, Pay attention, Tell the truth, and Release the outcome." And the showing up part, just by being here...the fact this organization is stronger is testament to that. So the moments of celebration and honor, we're going to have to do by ourselves, in our own way. Choice Theory and Bill Glasser will be mentioned in textbooks and will be mentioned in the histories of American psychology. There will be people who talk about the Institute for Reality Therapy, and Control Theory, and Choice Theory. We have done a great deal of what we set out to do. And of course we can do more. We've taken a step. The world is changing, and hopefully it'll get over the current craziness at some point along the way. For sure we've given it some tools to do that.

### **Honoring Bill**

I want to pay honor to Bill in my own way because he was a good and significant man. People wouldn't have done the work they did just because they liked Bill or they respected Bill. You do certain kinds of work because you like somebody and you respect somebody, but there are certain kinds of work you do because you love somebody. And you love what they stand for, and you love who they are, and you accept their foibles. You know, you can see where they stumble and you can laugh, but with, not at them. You can listen to someone talk and say to yourself, "There he goes again. Oh God, there he goes again. Oh, yeah I know... whatever." And that's not a matter of being critical; it's just the matter of being real. To me Bill held up under the pressure of unrealistic expectations and that's not an easy pressure to hold up under. He helped us explore leadership. He taught us to live by a compass rather than a road map. When you get rid of the road map and start to live by a compass, no matter where you are, you know where to go. He used to say "There's nothing as practical as a good theory." And that was a shocker, but teaching people that they can use a theory when they get lost is a wonderful thing. So Bill's major legacy is not the Institute for Reality Therapy or The William Glasser Institute. That's not his major legacy. His legacy is what is in our hearts. His legacy is what is in our minds. His legacy is what you have taught each person you have taught; our lives are his legacy.

I told Nancy Buck this morning about something that happened while I was coming here. I sat on the plane with this guy and he asked "Where are you going? What are you doing?" Yadda, yadda. You know, the chatty seatmate. So I decided to give him the elevator speech and hope that was enough. But he was intrigued and began to tell me about his life. And I thought "Oh God. Here we go. An hour of therapy." But we began to talk and I said to myself, "I'll give this guy 10 minutes and then I'll shut it down." You know, I've shut enough people down on airplanes so that I'm pretty good at it. So we talk and we're just about done and he said, "You mean that what I need to do is create a picture in my head of the new Ed I want to be and do what that new Ed would do whether I feel like it or not?" And I said, "Yeah, that's right." I took it for granted, but that was not an idea that he had ever thought of. For him it was both brand new and earth-shattering. He was going to change who he was and how he did what he using one of the simplest ideas that we teach in Choice Theory. For a lot of people, these are not simple ideas at all.

The other thing I like about all we've learned is that you can't go back. Once you've made the flip, (Bill used to say it takes a full 2 years for people to really make the flip) to an internal control way of thinking and an internal psychology model, you can't "unknow" it. But it doesn't happen quickly. It's like playing that board game, Othello. All the chips have to change and all the chips change again. All the colors change, all the time. But when you get it, you never feel quite as comfortable with excuses, or being a victim, or blaming others for how you feel. You know, like when you're in a relationship with your spouse and they say, "You just make me feel so angry," or "How do you think that makes me feel," and

your Choice Theory brain says, "I don't know, how do you want to feel?" (although that be the wrong time to bring it up). Or someone says, "Don't pull that Reality Therapy crap on me." And your Choice Theory brain says, "Okay, what do you want me to do?" Our Choice Theory brains can be a burden as well as a gift. It is not always easy to live in an External Control Theory world when you know it is really Internal Control. The first people who doubted the world being flat were seen as lunatics, and uninformed... but time goes on and the truth cannot be denied forever.

I hope this has been helpful in terms of some history; our history is important. There is one more thing I would like to leave you with, and a piece entitled "Live Well, It Matters."

### **Live Well, It Matters**

Bill's life leaves us with a challenge. It's not one that should surprise us. Every life sends the same reminder. *Live well, it matters*. Our lives are not exercises from school that have no relevance. They have the ultimate relevance. Our lives can damage other people. Our lives can heal other people. Our lives can nourish other people and our lives can transform other people. Our lives become the stars that others steer by and if we live them well, the world will change. We remember Bill Glasser because he was a wonderful person and a remarkable teacher. He had a public persona as a speaker and was able to hold the attention of hundreds with the simplicity and power of his transformative ideas. He was also someone who could talk one-on-one with a client and minutes later have that person ready to face a world he had found so difficult to deal with only moments before. Bill had amazing skills, but what inspires us to remember our challenge is that he did the best he could with what he was given, both in the time of his life and in the time of his death. He did what he had to do to maintain his dignity and integrity and keep the beacon steady for those of us coming behind who needed him to be strong, who needed him to be real, to be honest and to be true... *Live well, It matters*. Bill spent over 50 years creating a place where we can learn and change and be free of our victimhood. He heard the challenge of his mentees and passed along the message "We can change the world with these ideas." He participated in that mission with every fiber of his being and he challenged us to do the same. I can almost hear *him* saying "*Live well, it matters*." If there was some other alternative to dying, it would be different. We could plan for our final passage in life as though we were taking a vacation. Where will I go? What do I want to do when I'm no longer a living human being? The truth is that death awaits us. That is both the sad news and joyous news. Because it is true, our challenge as we face the future is to live in the light of the universe. Being loving. Being powerful. Being playful. Being free. And to live each day as one that we can be proud of. To live each day as one that we can cherish. And to live each day as one that will be remembered by others who look at us and learn how to live. That's the challenge Bill Glasser leaves us. *Live well, it matters*.

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### **Brief Biography**

Barnes Boffey is currently the Head of Training at the Aloha Foundation. He has used the ideas of Internal Control Psychology for over 40 years to help develop programs there, as well as putting the ideas to work in Teacher Training (Dartmouth College, the Upper Valley Teacher Institute, and the University of Cincinnati). Barnes has also had a private practice since 1977, and has consulted with schools, corrections, counselors and teachers. His expertise in addictions, relationships and "becoming your best self" has added strength to every group he has been a part of. He joined the WGI in 1975 and went on to become a Senior Faculty, doing CT work in England, Croatia, Canada, and Australia. He is currently working on a second children's musical, a Definitive Handbook for Success Counseling, and extending the educational mission of the Aloha Foundation to wider realms.



**Faculty at the International Conference in Vancouver, B.C. Canada, 1992**

Front Row, left to right: Jeanette McDaniel; Peter Appel; Linda Harshman; Bob Wubbolding; Karen Sewall; Georgellen Hofhine

Middle Row, left to right: Jim Montagnes, Judith Klefman; Nancy Buck; Perry Good; Elaine Kniepfel; Dan Aune; Tom Smith; Kathy Curtiss; Pete Peterson; Carleen Floyd; Shelley Brierley

Back Row, left to right: Bill Abbott ; Diane Gossen; Rick Puteran; Bob Hoglelund; Unknown; Al Katz

(Photo courtesy of Nancy Buck)

## FROM VENTURA TO CORONA: A LIFE THAT MATTERED

Jim Roy, Ed.D.

### Abstract

In the Glasser biography, *Champion of Choice* (2014), Roy suggests that William Glasser's career can be divided into three important and distinct eras – The Era of Reality Therapy, the Era of Control Theory, and the Era of Choice Theory. Each of these eras represents a significant piece of Glasser's story. This article focuses on some of the "takeaways" from Glasser's life that we can keep in mind as we continue to honor his legacy.

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### The Era of Reality Therapy 1965-1977

It could be said that The Institute for Reality Therapy took off the moment Billy Sharpe touched his finger to William Glasser's front door bell on an afternoon in late 1967. Like a kid pushing the ignition switch to propel his model rocket into the sky, Billy Sharpe pressing Glasser's door bell ignited a lift off for Glasser's Institute, and especially for the Educator Training Center, that would quickly have an impact on teachers and schools across the country. The door bell ringing didn't startle William or Naomi (his wife of 46 years who passed away from cancer in 1992). They were expecting Mr. Sharpe and knew why he was coming. Mr. Sharpe had come bearing a gift, a big gift, and Dr. and Mrs. Glasser were not in agreement as to whether or not the gift should be accepted.

Billy Sharpe had flown into Los Angeles that morning from Chicago, where he worked for the Clement Stone Foundation, a group on the lookout for ways to improve both the mental health system and the field of education. Glasser popped up on their radar screen due to the overwhelming success of *Reality Therapy* (1965). In the Glasser's living room, Sharpe explained that the foundation wanted to "help Glasser get his ideas into the nation's schools faster and on a wider scale" (Glasser, 2014, p.132). The foundation's help, Sharpe explained, would be a grant to the tune of \$300,000. (Keep in mind that the average medium household income in 1967 was \$7,200). Although Billy Sharpe emphasized that the Glassers could use the money as they saw fit, Naomi didn't like the feel of it and was suspicious that strings would be attached. Donald O'Donnell, a trusted friend and advisor to Glasser who was present at the meeting, sided with Naomi and also advised against accepting the grant. Even though Glasser loved and respected Naomi and Donald, he went with his vision for what the money could accomplish and took the grant. His instincts were correct as soon thereafter the Educator Training Center became a viable force for positive change throughout the U.S. and beyond. (See Table 1 for a listing of key dates in the history of his organization.)

For Glasser, using the grant money was not so much about spending it, as it was about investing it. *Reality Therapy* (1965) was like a mental health shot heard around the world, yet few people knew what the author of the book had worked through to be able to fire this figurative shot. Few people knew, for instance, about his return to university after completing a degree in chemical engineering, to then complete a degree in psychology; few people knew about his efforts to become a medical doctor; few people knew about his rejection as a clinical instructor by the UCLA Department of Psychiatry, and their refusal to refer patients to him upon his attempts to start a private practice; few people knew about the reasons that prompted him to accept a position as a consulting psychiatrist at a prison school for girls that was 65 miles away from where he lived, a position in which others were not interested; and few people knew that he worked for almost two years at the prison school before being paid by the California Youth Authority. Money was so tight during the start of his time at the Ventura School for Girls that he borrowed 134 pennies from his

children’s piggy bank for gas. Having worked through these challenges, and truly knowing the value of even a penny, Glasser was not of a mind to view the Clement Stone Foundation’s money flippantly. The money would be used strategically for the greatest effect. It would be invested in teachers and students. (Click the Mama G link for a wonderful story from Glasser’s first day on the job at Ventura.)

[Mama G](#)

**Table 1: Timeline of the Institute’s Development**

1967	Founded The Institute for Reality Therapy Received \$300,000 grant from the Clement Stone Foundation
1968	Educator Training Center established
1977	Glasser begins to study Control Theory
1981	Advisory Board of Directors of The Institute for Reality Therapy is formed <i>The International Journal of Reality Therapy</i> is launched
1984	Glasser publishes <i>Take Effective Control of Your Life</i> , which reflects his own version of Control Theory
1987	Glasser develops the training and selection process whereby the Institute’s faculty could become qualified as Senior Faculty Bob Wubbolding becomes the first director of training and professional development for the Institute
1994	The Institute name is changed to The Institute for Control Theory, Reality Therapy & Quality Management
1996	The term Choice Theory replaces Control Theory The Institute name is changed to The William Glasser Institute

**The Era of Control Theory 1977-1996**

Chicago played a significant part in Glasser’s story and the evolution of his ideas and the organization that taught those ideas. Billy Sharpe, under the direction of the Clement Stone Foundation, had flown to Los Angeles from Chicago; ten years later William Glasser flew from Los Angeles to Chicago in pursuit of an answer he had been looking for since the creation of Reality Therapy. Glasser was convinced of Reality Therapy’s effectiveness, yet he was frustrated that he lacked a foundation or framework that explained why his theory worked. In 1976, a friend alerted him to a book that described something called *Control Theory*. As Glasser began to learn about Control Theory he came to appreciate its potential as an explanation for the effectiveness of Reality Therapy. Glasser visited William Powers, the author of *Behavior: The Control of Perception* (1973), in Chicago. Glasser, recalling this trip, shared with me [Roy] that he “was desperate for a theory when Powers came along.” As a result of their visits and their collaboration, a new era, the Era of Control Theory, had begun.

Rather than being a small tweak to support the practice of Reality Therapy, Control Theory represented an entire new set of core beliefs, a profound way of seeing the world, and, in particular, of explaining human motivation and behavior. Control Theory explained that people behave for totally personal reasons, reasons that come out of a remarkable internal guidance system. As a result, Control Theory challenged the tenets of behaviorism and its accompanying stimulus-control theory. Control Theory acknowledged that people are influenced by external circumstances, but it strongly rejected the idea that these external circumstances controlled or could predict how a person would act or respond. People act or behave based on unique personal beliefs and needs.

Glasser saw in the worldview of Control Theory a paradigm on which he could build. Much came out of Glasser's work with Powers, theoretically and organizationally. A more complete story of these developments can be found in Glasser's biography (Roy, 2014). However I share an excerpt here that reminds us of just how much came from Powers. His work with Powers would lead to the –

" . . . introduction of new terms and concepts that would remain with Glasser and appear frequently in his writing for the rest of his career. For instance, Powers helped Glasser more clearly see that the only person we can control is ourselves, a belief statement that would later become the first in a list of Glasser's control theory axioms. From Powers' concept of redirection and reorganization, Glasser developed his view of organized and creative behaviors. The famous 'stopping at a stoplight' and 'answering a telephone' scenarios as examples of our freedom to choose were from Powers, as was the idea of a thermostat as an example of our personal inner control mechanism. It was Powers who came up with the idea of an internal world, which Glasser later defined as our quality world. The significance of this internal world led Glasser to embrace verbs more fully – for instance, a person is depressing or choosing to depress, rather than a person is depressed. And because of BCP's charts and diagrams depicting brain activity and human behavior, it was Powers who inspired Glasser to develop his own chart on how the brain works. To be sure, William Powers had a significant influence on William Glasser." (Roy, 2014, p. 197).

Rather than simply reviewing the importance of, and the history of, Control Theory, my point here is to emphasize Glasser's pursuit of truth and his willingness to adapt himself and his organization to new ideas. When I interviewed colleagues who were a part of the organization as the major shift toward Control Theory took place, they admitted that they pushed back against Glasser's intended changes. They explained that they had been trained in Reality Therapy, most of them at significant expense, and they had been using and teaching Reality Therapy for years. Now Glasser comes along and says we are going to emphasize and teach things differently. In hindsight we know now that ultimately the organization embraced Control Theory, but at the time it was frustrating for many and even traumatizing for a few.

The shift to Control Theory is a testimony to Glasser's vision and creativity, although it also became, at least Glasser's version of Control Theory, the unassailable bedrock of future organizational values and practices. This summarizes a healthy and predictable tension with which the William Glasser International (WGI) organization will have to continually address. To what extent are Glasser's views seen permanent truths that the WGI organization guards and protects and to what extent are members allowed, maybe even encouraged, to explore new directions and interpretations? Glasser frequently, not always, modeled a fresh view of things, constantly on the lookout for the cutting edge. Will that spirit continue now that he is gone or will we remain where he left us?

In spite of Control Theory being a major emphasis since the late 70s, the Institute for Reality Therapy's name was not changed to reflect that until 1994, when the institute became known as The Institute for Control Theory, Reality Therapy & Quality Management.

## **The Era of Choice Theory 1996-2013**

Continuing to model a fresh view of things, Glasser responded to suggestions that an overall name change of his psychological model was needed. In 1996, during the summer annual convention, he officially announced that he would no longer be using the term Control Theory; henceforth he declared that his set of beliefs would be known as Choice Theory.

And although the name of the institute had been changed just two years earlier, Glasser decided to change it again, this time to The William Glasser Institute. He felt this change would be clearer, as his name had become as well-known as his beliefs, and that it was consistent with other psychologists who had labeled their organizations similarly – e.g. The Alfred Adler Institute and the Milton H. Erickson Institute.

Beginning in 1998 with the publication of *Choice Theory: A New Psychology of Personal Freedom*, Glasser entered one of the most productive periods of his life. Between 1998 and 2008, Glasser authored or co-authored with his wife Carleen (whom he married in 1995) ten books, one booklet, and numerous journal articles. He seemed energized by the changes in his organization and was fully focused on explaining and clarifying the ideas that would form his legacy into the future.

Along with the name changes already mentioned, two additional changes in 1996 were more controversial – the first being Glasser’s decision to reject all school discipline plans, and the second being his decision to have faculty members sign an annual agreement that they would only teach his ideas in the way that he stated them, taught them, or endorsed them. Significant change usually does not come without drama, and these two additional changes led to frustration, hurt, and even schism for some. That Glasser felt so strongly about these areas should cause all of us to really consider the issues as he saw them. The biography (Roy, 2014) dedicates an entire chapter to the events leading up to and following the convention of 1996, but for now the takeaway is that Glasser possessed strong resolve when he believed in something. In fact, during his 1996 convention speech he said that if, because of these organizational changes, he had to go it alone, he would.

In his 1996 decisions we see Glasser modeling firmness and setting clear boundaries, while in his 1981 decisions relating to the addition of Control Theory he modeled openness, exploration, and flexibility. Not all were pleased with his Control Theory direction, as it called on the organization to look at things differently and nudged some out of their comfort zones. Similarly, not all were pleased with the boundaries coming out of the '96 convention, with some even feeling like the boundaries were coercive. But in both cases it must be remembered that people always had a choice. Whether seeking new vistas to point his organization toward, or seeking compliance from organization members regarding a boundary he saw as essential, Glasser absolutely defended an individual’s freedom to make a choice. This, as I stated before, will be an appropriate tension as the William Glasser International continues into the future. Such tension is not necessarily negative. It simply has to do with what being loyal to William Glasser and his beliefs looks like. Does loyalty to Glasser look like guarding boundaries or seeking new vistas, or a healthy combination of both?

Toward the end of his career Glasser stated that he felt the survival of the institute depended on its ability to position Choice Theory as a public health solution. Were he still with us I am sure he would be throwing his energy into this cause. For him it has always been about taking the mystery out of psychiatry or psychology, so that anyone could access the ideas that contribute to good mental health. In the same way that people have a basic understanding of how to get and stay in good physical shape, he wanted people to have a basic understanding of how to achieve and maintain good mental health. Whether we are seeking new vistas or guarding old boundaries this is the challenge before us.

I was very pleased that an event took place in time to be added as the Epilogue in the biography. The Epilogue involved a *What* and a *Where*, both of them important. The *What* was a commendation by the California State Senate "recognizing and thanking Dr. William Glasser for a lifetime of achievements and meritorious service to humanity." The *Where* had to do with the place and the event at which the award was conferred. An excerpt from the biography captures the moment –

"Glasser had received previous awards in front of large audiences of fellow professionals. This award, though, the California State Senate resolution, was conferred during a graduation ceremony, held July 26, 2013, inside the California Institution for Women, the women's prison just outside of Corona, California. The setting was smaller than the national conferences in which Glasser had received his other awards, yet somehow it felt more right, more significant. Those in the prison gymnasium on that day were there to see 112 women graduate with a choice theory certificate of internal empowerment coaching, as designated by Loyola Marymount University. Les Johnson, the Director of the Choice Theory Connection Program, gave the award to Carleen Glasser, who attended the graduation on her husband's behalf. Glasser was struggling with pneumonia symptoms and the respiratory issues that ultimately took his life.

It is so fitting that the last award Glasser received was given to him at a women's prison. He began his career at the Ventura School for Girls, a correctional facility of the California Youth Authority. Now, less than a month before he died, he was recognized for his work throughout the state of California and beyond, and especially for his work right there in the prison.

As of September, 2013, 618 women inmates had completed choice theory training. Over the last four years, 175 of the 618 have been paroled. Of the 175 parolees, only five of them have been re-incarcerated. That is a recidivism rate of 2.9 percent, compared to the average statewide recidivism rate of 70 percent. I am convinced that nothing would have made Glasser happier than the women parolees successfully returning to society. Knowing him, he would have wanted to talk with the five who returned to prison and help them to set up a new success plan. One of the keys to reality therapy is, Never Give Up.

As we each work to advance Glasser's legacy, may that be our mantra as well.

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## Biography

Jim Roy is the author of two books relating to Choice Theory, the first being *Soul Shapers: A Better Plan for Parents and Educators*, and the second being the William Glasser biography *Champion of Choice*. Jim also writes a Choice Theory blog, which you can access at <http://thebetterplan.org>. You can contact him at [jimroyglasserbio@gmail.com](mailto:jimroyglasserbio@gmail.com).



**Board Meeting, 2002, El Segundo, CA**

Front Row, left to right: Pat Robey; Linda Harshman; Bill Glasser; Carleen Glasser; Susan Katz

Back Row, left to right: David Jackson; Tom Smith; David Dymont; Jean Seville Suffield; Bob Wubbolding; Bill Abbott; Bob Rapp; Nancy Muir Dees; Al Katz

(Photo courtesy of Pat Robey)



**2004 International Conference in Chicago, Illinois, USA**

Al Katz giving his traditional toast to Bill and Carleen on the "anniversary" of their marriage, which was celebrated each year at the International Conference.

(Photo courtesy of Pat Robey)

## **The GLASSER SCHOLARS PROGRAM**

Robert E. Wubbolding, John D. Brickell, and Sandra T. Wubbolding

### **Abstract**

The William Glasser Institute sponsored the "Glasser Scholars Program" in 2007. During this program 13 university professors achieved certification and eventually became endorsed as basic training instructors for the William Glasser Institute (now William Glasser International). In return for this benefit they published a countless number of journal articles and research studies validating the use of reality therapy. Demonstrating the outstanding success of this program, many of them continue to contribute to the organization by serving on boards of directors, conducting intensive trainings, and teaching choice theory and reality therapy in their classes. Some, but not all, of their writings are published in the *International Journal of Choice Theory and Reality Therapy*.

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The Glasser Scholars Program began in 2007 and was completed in 2009. During this time 13 university tenure-track non-tenured professors were trained from the basic intensive training in Choice Theory and Reality Therapy through certification. Twelve of the 13 were able to proceed further to the status of basic training instructors with the William Glasser Institute (WGI). The expectation of the William Glasser Institute was that these scholars would conduct research and publish articles that would add to the credibility and scholarly acceptance of choice theory and reality therapy. The program has exceeded expectations. The scholars continue to teach choice theory and reality therapy at their universities and publish journal articles in respected professional journals.

### **Origin**

In 2007, Emerson Capps proposed to the WGI advisory board special program offering reality therapy training through certification to University Professors. Thus, reality therapy would be included in university curricula. The board unanimously accepted this proposal and became known as the Glasser Scholars Program. The details included the condition that the number be limited to 13 participants and that participants would be screened and identified by Robert Wubbolding, professor emeritus of Xavier University, Cincinnati, Ohio, Emerson Capps, associate provost and dean of graduate studies at Midwestern State University in Wichita Falls, Texas, and Bruce Allen, clinical assistant professor at the University of Arkansas in Fayetteville. Participants would be evaluated on a competitive basis. It would be an international program led and coordinated by the director of training, Robert Wubbolding, EdD. Wubbolding would select the instructors and practicum supervisors, thereby insuring that the policies of the institute were followed to the letter for the cohort. Instructors and Practicum Supervisors were: Bob Wubbolding, John Brickell, and Patricia Robey. The Glasser Scholars program was announced in newsletters for various organizations such as *Counseling Today* of the American Counseling Association.

### **Beginning and Ultimate Success**

The purpose of the program, as described in *Counseling Today*, September 2007, was to help insure accurate and up-to-date instruction in choice theory and reality therapy and to increase the growing body of research that addresses the efficacy of both theory and practice. Eventually, 12 professors from the United States and 1 from Australia qualified for the program. We are proud to boast that all 13 completed the certification process in Scotland or Cincinnati in 2009. Additionally, and to our delight, not only was the whole

training and practicum experience both enjoyable and stimulating; the interaction, fun and friendship was a key piece from beginning to end, and - to add to that - many a great night out-on-the-town was had by all. Indeed, many of the friendships made at that time are still flourishing today.

With regards to education and development, many of the scholars have continued reality therapy training and are basic training instructors and conduct research studies. This research is published in the *International Journal of Choice Theory and Reality Therapy (IJCTRT)* and other respected professional journals. Several became board members of the WGI Advisory Board, sponsored one-day trainings, and have made presentations at professional meetings. Most have continued to teach choice theory and reality therapy in their respective university counseling classes. They have also published several books and have attended and made presentations at national and international CT/RT conferences. Two scholars have assumed leadership roles in the current institute activities: Willa Casstevens is currently a board member of WGI-US and also co-chair of the 2017 WGI-US Conference in Raleigh NC, and member of the research committee of William Glasser International. Gloria Cisse is the chair of the William Glasser Institute's Diversity Council. Former members of the WGI-US board include Mary Graham and Tom Burdenski. Sadly, one of the scholars, Neresa Minetrea, died in 2013 after a long and heroic battle with cancer.

We encourage the members of the William Glasser Institute to review the *IJCTRT* so as to understand the success of this program. We state this clearly and unequivocally to emphasize their positive contributions to WGI and to the legacy of Dr. Glasser.

Finally, we wish to recognize the Glasser Scholars by name:

Mark Britzman, Thomas Burdenski, Willa Casstevens, Gloria Cisse, Jill Duba Sauerheber, Michael Dyson, Jeri Ellis, Brenda Faulkner, Sylinda Gilchrist Banks, Mary Graham, Cynthia Palmer Mason, Neresa Minetrea, Tammy Shaffer.

### **Scholars' Comments**

Scholars offer these personal comments on the program.

"I will always treasure the friendships that I made among my Glasser Scholar colleagues. And just as wonderful was spending many years under the mentoring of Bob and Sandie. I am so grateful for my Glasser family!"

Jill Duba Sauerheber  
Western Kentucky University

Participation in the Glasser Scholars program was a major milestone in my development as a scholar. It afforded me the opportunity to associate with wonderful like-minded people who were warm and friendly and a pleasure to interact with and collaborate on research with.

Dr. Tom Burdenski  
Tarleton State University

"I will never, never, never forget my time training with Dr. Bob Wubbolding and Mr. John Brickell. I started the training to help me become better versed in reality therapy so I could better teach it to my grad students. Little did I know I would write a book chapter on using reality therapy to work with couples dealing with chronic illness, learn how to lose 70#, end an unhealthy relationship, and learn to fly!! Because of the training, I am a better professor,

a better mom, and a better, stronger person."

Tammy Shaffer  
Walden University, University of the Cumberland

"The Glasser Scholars program initiated many wonderful friendships but it also enabled me to recognize the need for empirical evidence to substantiate the innovative and healing work of William Glasser. I have written a number of journal articles embedding Glasser's work and three book chapters embracing choice theory, reality therapy and lead management. One chapter is for preservice teachers and the other two are research focused. The Glasser Scholars provided the inspiration."

Michael Dyson  
Federation University Australia

"The Glasser Scholars Program has been one of the highlights of my career; not only did it allow me to meet and interact with amazing professionals in my area of interest, but it also provided the opportunity for me to learn to use and teach a very effective theoretical approach."

Cynthia Palmer Mason  
Western Kentucky University

"Being a Glasser Scholar provided me with a strong theoretical foundation that informs my counseling practice with both clients and with my supervisees. Participating in the Glasser Scholar program was the impetus that drove my pursuit of my doctorate, albeit an Ed.D. in Educational Leadership and Policy Studies, which ultimately presented me with the opportunity to become the Director of the Student Counseling Center at Tarleton State University. In this role, I received a faculty appointment with the Graduate Counseling Program's Clinical Mental Health degree where I now teach Counseling Theories and Methods and Group and get to share my experience and training with Choice Theory and Reality Therapy. Additionally, we are gaining a new facility which will provide an opportunity for an Academic Training Center for the practicum and internships for the Clinical Mental Health students and eventually, the Masters in Social Work students. The foundation of the instruction with these students will, in large part, be Choice Theory and Reality Therapy. All of this as a direct result of being a Glasser Scholar and letting Choice Theory and Reality Therapy become part of my Quality World."

Brenda Faulkner  
Tarleton State University

"The Glasser Scholars Program was meaningful for me both personally and professionally: Personally, the program offered friendships and mentoring relationships, many of which subsequently grew and flourished. Professionally, the program sparked research projects and funding, workshops, conference presentations, and publications. The Glasser Scholar Program also led to regional leadership opportunities within the organization and a position on the WGI-US board. Finally, and most importantly, the program introduced me to the life-changing potential of Choice Theory. I will always be grateful to have had this opportunity."

Willa J. Casstevens  
North Carolina State University

### **Brief Biographies**

Robert E. Wubbolding, EdD, Senior Faculty, Director of Training William Glasser Institute 1988-2011. Authored 15 books on reality therapy, Professor Emeritus Xavier

University, Cincinnati, Ohio. Taught reality therapy in North America, Asia, Europe and The Middle East. Most recent book *Reality and Self-Evaluation: The Key to Client Change*, published by the American Counseling Association. Holds licenses in psychology and counseling, and is a Board Certified Coach. Was recognized as a "Legend in Counseling" at the 2014 American Counseling Association Conference in Hawaii.

John Brickell, DC, Director of Training for the William Glasser Institute UK, Personal Coach and Counselor, Senior Instructor for William Glasser International

Sandra T. Wubbolding, MEd, CTRTC, Practicum Supervisor, Retired French Teacher, Administrator, Center for Reality Therapy, Married 35 years to Bob Wubbolding



### **Glasser Scholars with Instructors Bob Wubbolding and John Brickell**

Back row left to right: Jeri Ellis, Cynthia Palmer Mason, Mary Graham, Brenda Faulkner, Sylinda Gilchrist Banks, Thomas Burdinski

Middle row left to right: Jill Duba Sauerheber, Tammy Shaffer, Neresa Minatrea

Front row left to right: Mark Britzman, Michael Dyson, Bob Wubbolding, John Brickell, Gloria Cisse

Not Pictured: Willa Casstevens

(Photo courtesy of Bob and Sandie Wubbolding)

## **THE CORNING, NEW YORK QUALITY COMMUNITY PROJECT DR. GLASSER LIVED WHAT HE BELIEVED**

Marjorie VanVleet

### **Abstract**

The author worked with Dr. Glasser to launch and maintain the Corning Quality Community project. The success of the project was evident in the feedback from students and the community. Statistics and personal testimonies support the efficacy of their efforts.

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Upon graduating with my second Master's Degree in Psychology in 1990, I decided to take time to travel to hear the "Greats" in psychology, to determine the best and most effective way for me to help others. Many counselors and psychologists, when asked to identify methodology, responded that it was "eclectic." To me, that meant a little of everything, but nothing that was clear.

I attended lectures and debates involving Albert Ellis, Alfie Kohn, William Powers, and then Dr. William Glasser. Dr. Glasser's theory was compelling, applicable, teachable and made sense. Quite impulsively, I asked him if he would come to Corning, New York to present. He responded with a gentle smile, "Invite me." We did and he came.

Thus began a relationship with Dr. Glasser and his wife, Carleen. It is truly remarkable that one of the top 10 psychiatrists in the world took time to come to Corning, N.Y., then conceived of the idea of a Quality Community, every segment of which would be trained to consider and embrace the Internal Control practice of Choice Theory. The goal was to reduce external control and improve statistics on school dropout rates, divorce, crime, and relationships in general.

Leaders of community segments met and agreed to begin to teach Choice Theory to workers in the community, in the Schools, in the prison, and in social service agencies. The positive response to learning Glasser's ideas gave hope for more positive changes in the future for all in the Corning Community and for any other community brave enough to accept the challenge for positive overall change. So it began.

The community commitment was true. The training and changes started to have a positive effect. As leadership changed, though, ideas also changed. However, the effort gave credibility to the future possibility of any community that might follow the path.

As the hosts to Dr. and Mrs. Glasser when they came to Corning, my husband, Gordon, and I witnessed the application of Choice Theory in the Glasser's relationship firsthand. Theirs was a relationship that brought reality to Choice Theory in marriage. Respect, trust, and support were obvious in their every interaction. It shone in their eyes for each other and in their friendship to Gordon and me.

I remember once asking Dr. Glasser for an example of a person he had observed who lived Choice Theory. Without hesitation he answered, "Superman, Clark Kent [The actor, Christopher Reeve]. Even though paralyzed, he lives life fully with a positive attitude." He then turned to Gordon, my husband, and said, "He, too. He does what he does without interfering with anyone else doing what he or she wants." (I smiled and wanted to raise my hand and say, "How about me?!")

Another time, Dr. Glasser was scheduled to speak to the Corning community and stopped at some spiral steps Gordy was building in our house. Fascinated, Dr. Glasser said to me, "You

go. I am going to help him. I used to be an engineer, you know." I simply responded. "No one wants to hear what I have to say there, though!" He smiled and got in the car.

Twice, Dr. Glasser visited with and observed the students at the Corning-Painted Post High School Learning Center which was based in Choice Theory and taught to all new students at Orientation. He was delighted at their openness, commitment to the schooling and relationships that had been built based on respect and personal excellence; there were no grades with the exception of required Regents and there was freedom within the learning.

Personally, as the English teacher, I remember asking each new student what he or she had read recently, only to hear, "I don't read." So, after asking the students about their interests, each student was given a book based on those interests (things that were in their Quality World). For example, a student who loved motorcycles was given *Zen and the Art of Motorcycle Maintenance* by Pirsig. Soon, students were bringing me books and saying, "You have got to read this!" I read 24 books in one trimester! In Science, they were designing experiments and presenting results to everyone in the school; thus also learning presentation skills. We all were learning a lot together and it was fun.

Just last week, I was volunteering at the Rockwell Museum of Western Art in Corning and a photographer smiled and said, "Do you remember me?" I did! He was a graduate of the High School Learning Center. He said, "That place made me what I am, I am so thankful."

The following is an edited excerpt from the William Glasser International Newsletter (Winter 2013, p. 20):

### **"The Corning-Painted Post High School Learning Center An Alternative High School. Success Story**

[Authors] Frank Barber, Nick Ely, Liz Cristofaro, Mike Sanfratello, Dave Quackenbush, Margie VanVleet, Peg Vogel

The Corning-Painted Post School District met with educators, local businesses and Community members in 2002 to create an alternative educational option for students struggling in or having dropped out of School. In 2003, The C-P P High School Learning Center opened on the Corning Community College campus. The curriculum is directly aligned with the District's learning goals of Rigor, Relevance and Relationships with an emphasis on Relationships. Ten years of statistics prove the effectiveness of the school.

New student orientation includes teaching Dr. William Glasser's internal vs. external control, the 7 Deadly Habits, the 7 Caring Habits and personal responsibility for choices. Students are introduced to The Guiding Principles and investigate what those behaviors would look like through a variety of activities. Each is demonstrated in the structure of the school."

Imagine your community accepting the challenge of learning Choice Theory, which would mean giving up the 7 Deadly Habits of criticizing, blaming, complaining, nagging, threatening, punishing and rewarding to control, and instead using the 7 Caring Habits of supporting, encouraging, listening, accepting, trusting, respecting and negotiating differences.

The improvement would be positive locally; cumulatively it would change the World. Take the Challenge.

### **Brief Biography**

Marjorie VanVleet earned her M.S. at Alfred University and another M.S. at the University of Dayton. She is Reality Therapy Certified, EMDR Certified; and an Adjunct Faculty at Elmira

College, Graduate Studies, and has a National Psychologist Certification. Marjorie was a school counselor for the Corning West High School and then Head Teacher for the High School Learning Center; Corning Painted-Post School District.

Steuben County Jail

DAVID

1/6/98

The experience of taking the choice theory classes has been that I feel I have been given a tool that can be used to make my life calm and less unstable. I have found a way to evaluate my needs and to look for a compatible partner. Theoretically it should improve our chances of staying together, being happier, with less conflict. On a person to person level here at this facility I see many conflicts that could easily be resolved in a intelligent calm manner. However unlike myself these people don't have any tools except the old external controls, of hollering, pointing and blaming and worse physical confrontation. It's really to bad that this choice theory wasn't practiced on a worldwide basis it may have presented a option to wars, deaths and many conflicts. I know I can't change the world but I maybe able to make my own world brighter.

"The experience of taking the choice theory classes has been that I feel I have been given a tool that can be used to make my life calm and less unstable. I have found a way to evaluate my needs and to look for a compatible partner. Theoretically it should improve our chances of staying together, being happier, with less conflict. On a person to person level here at this facility I see many conflicts that could easily be resolved in a intelligent calm manner. However unlike myself these people don't have any tools except the old external controls, of hollering, pointing, and blaming and worse physical confrontation. It's really to bad that this choice theory wasn't practiced on a worldwide basis it may have presented a option to wars, deaths and many conflicts. I know I can't change the world but I maybe able to make my own world brighter."

**Testimonial from an inmate at Steuben County Jail**  
(Document courtesy of Marjorie VanVleet )

## FROM YOUNG WOMAN TO SENIOR CITIZEN: ONE WOMAN'S JOURNEY

Nancy S Buck

### Abstract

This article is another in the series of personal historical perspectives regarding William Glasser and the evolution from the Institute of Reality Therapy to William Glasser International, written from one woman's perspective and memories. The author first received her certificate in Reality Therapy from the Institute of Reality Therapy in 1979. Since that time she continues to be an active member of all iterations of Glasser organizations. This article is part personal memoir and part historical retrospective.

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I have lived a privileged life. I learned about William Glasser, MD, while still an undergraduate in my collegiate nursing program. It was my father, a lifelong learner and my greatest teacher, who introduced me to Glasser.



In addition to being a curious intellectual, my father was an elementary school principal. He and his school's psychologist spent a professional day (organized by Al Katz) listening to William Glasser, MD. From that moment forward, my father changed how he did his job at the school. This change included that every child who was sent to the principal's office to see my father received an individual-sized bag of Fritos, just as Glasser recommended.

During my junior year of college, while completing the psychiatric rotation for my nursing program, part of my assignment was to read a book and write a book report. I happened to be home for a long weekend and well aware of my need to find an appropriate book. I asked my father what he would recommend (with the added benefit that Dad had the book in his own library). Dad always had a new, important, and helpful book for me to read. He didn't fail me this time either. He handed me the book *Reality Therapy: A New Approach to Psychiatry*, (Glasser, 1965). I still have that same book on my bookshelf today.

My initial attraction to the book was its length — short; the size of the print — large; and the seemingly simple construction of Glasser's presentation style. The more I read though, the more caught up I became in the ideas and his message. This was it! This was what I believed about people, about human behavior, about those folks who were struggling in their lives and those trying to figure out how to live a more satisfying life. This was the start of my life's direction and commitment, both personally and professionally.

I read the book quickly. Then I did a remarkable thing, at least for me. I read it again! After the second read I immediately sat down and wrote my book report. My enthusiasm and positive conviction led me to hand my assignment in early, something I never did. I received an "A" for the paper with a comment from my professor, "Remember, even doughnuts have holes." Fifty-one years later and I still have not discovered the hole in the Reality Therapy doughnut, which now includes Choice Theory psychology!

Please don't think that the only psychology theory or practice I have ever been exposed to or had training in is Glasser and Choice Theory. With an undergraduate degree in Nursing, a Master's degree in Counseling Education, and a PhD in Developmental Psychology, I have spent hours reading, studying, learning and then teaching most of the theories in psychology. Those I studied included men from pre-Freud to post-Glasser, including the latest men and women in Positive Psychology and Brené Brown. More recently I have read and studied much about the self-help movement that started with Louise Hay and those now merging quantum physics, religion and spirituality with psychology. My minor for my PhD program included philosophy and religion, all of which continue to have significant influences on psychology. My loyalty to Glasser and his ideas is from a knowledgeable and informed position.

As I've said, I was extremely privileged to have connected with Glasser's ideas, and then Glasser the man and his organization so early in my life, both as a young, inexperienced professional and as a young woman. What I didn't realize at the time was that the scattered community of other Glasser enthusiasts, fans, and followers was also in the early stages of development of the organization. Reading Jim Roy's excellent book, *William Glasser: Champion of Choice* (Roy, 2014), was informative and enlightening. And for me, so much of it was autobiographical!

In these next few paragraphs I would like to share some of the high and low points that I experienced as a person who was part of the history and the now emerging future of WILLIAM GLASSER INTERNATIONAL, (WGI), in all its many iterations. Please know that this is told from my experiences and perspective, certainly not as the definitive truth of all.

I share this with love and a heart overflowing with gratitude. Glasser's ideas are my *North Star*, still grounding and guiding my life. The relationships and extraordinary people I've met and continue to meet add richness, meaning, flavor, melody, harmony, spice and discord to my life. You, we, the world wide multi-cultural, multi-generational Glasser family are the biggest and best tribute of what William Glasser taught and stood for. You all continue to help me live my privileged life.

### **Bill Glasser Was a Scholar, Just Not an Academic Scholar**

Bill Glasser was a brilliant man, avid reader, deep thinker and true synthesizer. He was a lifelong learner, constantly striving to better understand, better explain and better apply ideas explaining human behavior, or psychology. Here are some examples.

Sam Buchholz was a friend, clinical psychologist, lawyer and a man who eventually became an appellate judge in New York City (and my Advanced Week instructor). Sam recommended to Glasser that he read *Behavior: The Control of Perception* by William Powers (1973). Sam thought this book would help Glasser find the answer he was seeking about why Reality Therapy works.

Initially Glasser admitted he didn't quite understand the book. Rather than go to Sam to better understand, he sought out Powers. This collaboration ultimately led Glasser to not only understand what he called "BCP psychology" — Behavior the Control of Perception — but ultimately this was the beginning of his original and unique presentation of Choice Theory psychology. For Glasser, he had discovered the foundation for Reality Therapy. In the later years of his life, he strongly urged us all "to forget about Reality Therapy. Understand Choice Theory. Teach Choice Theory. Use Choice Theory." Toward the end of

Glasser's life, he frequently mentioned this to the gathered audiences at WGI conferences and Faculty Retreats.

My understanding is that Choice Theory psychology is the foundational theory upon which all of Glasser's work rests. Reality Therapy is that application of Choice Theory to therapy and problem solving. Glasser Quality Schools is the application of Choice Theory to school systems. Lead Management is the application of Choice Theory to managing and leading in organizations and all leaderships roles. And for me, *Peaceful Parenting* (Buck, 2002), my own work, is the application of Choice Theory to parenting.

There are other examples. In Glasser's early work he spoke of two needs that all people were attempting to meet: love and work. This is not an original Glasser idea. Freud was the first in psychology to speak of the human needs for love and work. (Freud also had quite a lot to say about sex.)

Glasser took his initial thinking and went on to develop these ideas further so that ultimately he included all of what he considered to be the five basic needs: survival (that is half biological and half psychological— safety and security); love & belonging; power; freedom; fun. There are others within the field of psychology who mention similar ideas. However, Glasser is the only one that I know of who speaks of FUN as being a basic human need driving our behavior. His thoughts, writings and teaching about this idea are clear, unique and outstanding. He states that fun is the need driving our behavior for learning. When we are learning, we are having fun and when we are having fun, we are learning. People have so much to learn in order to survive independently. The payoff for learning is fun! (Please read Glasser's book *The Identity Society*, 1971, for more explanation about this topic.)

*All behavior is purposeful.* Bill used this statement frequently in lectures and writing. In fact the full Glasser statement is: *All behavior is purposeful. The purpose of all behavior is a person's best attempt to meet one or more of his basic needs.* (*Choice Theory*, 1998, p.75-78) However, Glasser was not the first to use the phrase "All behavior is purposeful." Alfred Adler used this exact phrase. Glasser took this idea and expanded on it as part of the foundational ideas of Choice Theory.

However, none of Glasser's books, articles, or lectures ever give attribution to Freud, Adler, or any other psychiatrist or author. William Glasser was not an academic scholar. He did not spend his time, energy or years in academia. He was asked to give lectures and "talks" at various institutions of higher learning. He wrote numbers of articles, but rarely for an academic journal. None of his books or articles are footnoted with citations from other academic articles.

Glasser followed closer to Alfred Adler's footsteps. That is, he spent his time doing the work rather than writing and researching his work. He was an independent thinker and did not believe he needed to, nor was he interested in, following along an academic path.

With this level of freedom and independence, Glasser got to do what he felt was important and meaningful. However it also meant that he was criticized and unrecognized by many in the academic community. Mostly he didn't seem to be bothered by this snubbing and occasional criticism.

Most of us who were attracted to Glasser and his ideas were not worried about the lack of academic research. For the most part we were (and are) in his boat. That is, we are doing the work with people rather than doing the research to study the work, verifying the validity

and gathering the evidence to meet the criteria of being an “evidence-based practice” that is now demanded to be awarded grants and sources of funding.

From a Choice Theory perspective, many of us who follow Glasser are all more inclined to meet our need for freedom and power/independence. That is probably why many of us were attracted to Glasser in the first place. I didn’t worry about an academic study when I was working with chronically mentally ill patients who were destined for a lifetime of state hospitalization and medication. Using Reality Therapy when working with my patients enabled some to leave the hospital and move into supervised housing with support and ultimately live independent, need-fulfilling lives! That was the only evidence I needed. Most people who are part of the William Glasser International community have similar stories from their first association and their continued association with Glasser’s ideas.

But the world has changed from Glasser’s early days. Funding is dependent for many on whether or not Glasser’s work is recognized as “evidence-based.” As a group, we have been slow to take the appropriate action in this direction. The European group has led the way and the US is on the verge of having Reality Therapy recognized by Substance Abuse and Mental Health Association (SAMSA) to be included as an evidence-based practice!

Glasser had the ability and freedom to remain independent and free from these kinds of constraints. We are now burdened with less freedom because of lagging behind in this area. This includes the sparse research and academic recognition of Glasser in colleges and universities. There are still some PhD and master’s candidates who cannot use only Glasser as their references because of the lack of academic “legitimacy.”

### **Glasser Suffered From a Low OQ — Organizational Quotients**

In the beginning, Glasser was excited and satisfied that there were people coming to his lectures who had read his books and wanted to learn more. As he spent more time with some of these folks he designated them as his “faculty” who could teach his ideas too. After all, Glasser couldn’t be everywhere and the demands on him were increasing by the day. Eventually it became obvious to those who were designated as his “faculty” that more organizational structure needed to be created.

*(The Educator Training Center, ETC, was alive and well at this point. The ETC was its own organization with its own structure. And many, not all, who were part of the ETC also helped to create IRT, the Institute for Reality Therapy which eventually became William Glasser International.)*

It’s probably worth mentioning that Glasser was not interested in forming any kind of an organization. He did nothing to prevent it, but the idea, need, and creation came from other people who were associating with Glasser. In true Glasser fashion, he didn’t prevent it but was rather passively carried forward into it. Glasser’s passion was always to talk, write, lecture and teach.

In August 1981, the first WGI Conference took place in Chicago, IL. Of course, it was early days and WGI was then known as the Institute of Reality Therapy. Several people who were key and influential to Glasser encouraged him to gather this conference so we could get organized and become an actual organization with more formalized structures, policies, driven by a vision and mission rather than remaining a loose gathering of like-minded people.

Before that there was a haphazard and inconsistent structure (for more details I refer the reader to Roy, 2014). Some interested people were attending trainings offered in Arizona, New York, or California depending on where the instructors were teaching. People could attend a Basic Intensive Week "in the field," offered by a sanctioned teacher, but Advanced Intensive Weeks or Certification Weeks were only taught in California with Dr. Glasser and some of his approved instructors were present as helpers. I remember at my Basic Intensive Week there was a woman who planned to travel to California immediately after our Basic Week so she could complete her advanced training and get certified within 2 weeks. I took my Basic Week organized by Al Katz, with Sam Buchholz as my instructor. Six months later a small group of us asked Katz to please teach us the Advanced Week, even though it wouldn't officially count toward certification because we were not in California. He agreed. And six months following that the rules changed again, and now Advanced Weeks could also be taught in the field. I then took my official Advanced Week, organized by Al Katz and taught by Perry Good. The following summer I traveled to California for my Certification Week.

At my certification week all attendees, about 100 of us from all over the United States, would gather and listen to Glasser teach us "BCP Psychology." Glasser was writing his book *Stations of the Mind* (1981) at that time and we spent mornings with him as he developed these ideas and better explained this new, inside out psychology. As he spoke more, wrote more, and understood more this eventually became known as "Control Theory" (Glasser, 1985) and ultimately Choice Theory (Glasser, 1998) psychology.

In Chicago, we were asked to participate in creating the formal organization. The United States, Canada, and "the rest of the world" were divided into regions. We gathered into regional sub-groups and were asked to:

1. Start the process of getting connected and forming a relationship with one another
2. Name our region
3. Choose our leader/representative

This was the beginning of the Advisory Board of Directors of IRT (Institute of Reality Therapy). This first advisory Board began meeting together in Chicago. The Advisory Board with rotating members selected by an election, continued until a few years after Glasser's death when the organizational structures changed significantly. We were the early pioneers creating our structure, also known as rules and regulations, policies and procedures. Eventually, Glasser hired Ron Harshman in the paid position of Director of IRT. His wife, Linda Harshman was hired in the paid position of Administrative Assistant.

Initially the Certification process was completed in no less than 18 months. Now, however, the policy has changed so that it can be completed within a year. At this time some of the original policies that were put into place still remain, such as: the Certification is a 5-step process consisting of Basic Intensive Training, Basic Practicum, Advanced Intensive Training, Advanced Practicum, and Certification. Up until just before his death, Glasser attended every Certification Week, as was the policy. The original policy also included a statement that the Certification weeks would be held twice a year: during the Annual Conference in the summer and during the winter in California. Participants must have a different instructor for each of the different intensive trainings and certification. People were encouraged to have different Practicum Supervisors, but this was not imperative. Each of these rules were carefully considered, argued, hashed out and ultimately decided on with clear rationale and reasoning.

Some of these policies changed, like Glasser being present at all Certification weeks. This was true for many years. Bill was in attendance, except the year his wife Naomi was very ill.

Up until his own poor health prevented it, Glasser was happy and proud to attend all Certification weeks. I won't enumerate all of the other changes that have occurred, but you can see for yourself how many remain.

With the dramatic change of creating policies and procedures, there was greater "quality control." Essentially that meant that the people who were being trained in Arizona were learning similar content with similar process to those in Florida, Montreal or Ohio.

However, Glasser had a very low "OQ" — organizational quotient. Glasser never addressed the needs, quality world pictures, behaviors and subsequent rivalries that were happening within his organization. It was Glasser's organization. The Board was only an Advisory Board. And so he was entitled to make any and every decision. He could do whatever he wanted, whenever and however he wanted. And he could and did make organizational decisions.

There were two different times when Glasser fired all of his faculty. During the first purging, Glasser was not satisfied with the quality of how Choice Theory was being taught. He thought too many people were adding other ideas that were not consistent with his ideas, and too many people were only teaching Reality Therapy and leaving out Choice Theory. Any person wanting to be faculty needed to submit a video of themselves teaching Choice Theory and Reality Therapy. Glasser reviewed each one and then chose his new faculty. At this time I was just finishing my training to become an authorized faculty person. I was honored when Glasser said my level of understanding and teaching qualified me to teach at a Senior Faculty level. However there were some people who felt insulted, disrespected and dismissed. Several of these people chose to stop teaching rather than going through the requested process. And some people simply chose to leave the organization.

The second purging occurred many years later and focused on the controversy of a senior faculty member's idea of *restitution*. (I refer the reader to Roy, 2014 book for more details.) Once again Glasser alienated, upset and angered many of the loyal faculty and general members of the organization. It's still not clear to me if Glasser ever realized the effect his decisions, made as the singular authority, had on the relationships between and among faculty and leaders, as well as the continued loyalty and relationship members had remaining part of the organization.

In addition, he seemed mostly unaware of jealousies and squabbles that existed within and between faculty. Here are a few examples:

- Glasser appointed a "Director of Training." Up to this point this had been a voluntary position filled by one of the voluntary Board members. Now, suddenly Glasser chose a person to fill this paid position. You can imagine that this led to confusion and jealousy. I was not alone in thinking, "Had I known he was considering a person for this position, I might have applied myself." Instead I, along with everyone else, received notice that this was a *fait accompli*.
- Glasser personally chose who would go to another country that was asking for training and support in cultivating and developing Glasser ideas. How did he choose? It seemed that those who solicited Glasser were chosen. But to this day I cannot tell you if that is accurate or not.
- How were faculty chosen to teach Certification weeks and faculty training? At one point I heard that if you asked first you were chosen. When financial worries moved to the forefront of the organization, often people were chosen by geography and less expensive flights. But again, I really don't know what the answer to this question is.

As long as Glasser lived we remained an organization that was inconsistent with internal bickering and political rancor, operating more like a family with family dynamics — who was in Daddy Glasser’s favor and who was invisible — than a professional organization where the exchange and growth of ideas flourished or was even encouraged. Whether by design or neglect these kinds of ideas were never addressed.

### **Our Challenges Continue**

Glasser’s technique for teaching was to “stand and deliver.” He would give lectures and invite people to role play with him where Glasser was the person demonstrating Reality Therapy and the volunteer was the troubled person asking for help. Now there are very few faculty who still teach Glasser’s way, although there are a few who still use this style.

In the early days of the organization we were lucky enough to have a solid group of educators, including those with expertise in adult education. Learning objectives with excellent teaching and training materials were developed. There were cooperative groups working together to design what and how these concepts should be taught. They decided what the proven process was for teaching, what was working adequately and what could be improved upon. Today most of the faculty were mentored, tutored and learned to help learners by using a more modern way that includes all learning styles, participatory learning strategies, using emotional quotient ideas and more of the emerging improved and effective teaching strategies.

Also in the early days, training manuals were developed by many different instructors who freely and generously shared these materials with other instructors as well as new and emerging faculty. No one was asked to pay for effectively developed materials. Faculty generously shared so more people could use good ideas helping more people learn. At the same time there was no standard training manual, book, or handout sheets developed for all faculty to use. There was no expectation that you would use the WGI standard materials because there was no such thing. No one was worried or concerned about *branding* our training manuals or materials. This was terrific for those who had a high need for freedom. Ultimately this was not good for developing and maintaining consistency for WGI.

Now there is a change within our organization. Instead of faculty sharing with one another, you are welcome to purchase these kinds of materials from fellow faculty members. Fred has his materials, Ethel has hers, and both may include a handout originally created by Lucy and Ricky but no credit is given to the originators by anyone!

In addition there is no consistency or standard WGI materials. If you attend a training offered by Jon in Idaho there may or may not be any similarity to the material you receive from Mary in West Virginia. Rarely will you see anything on the material that immediately identifies it with William Glasser International, or branding.

My experience going to other trainings offered by other organizations, Crisis Prevention Institute for instance, is very different. There is a training manual that is the guideline for the course of study. The instructor adds her own additions and variations, including additional handouts. But the outline, bibliography, and course of study is very clearly identified by the sponsoring organization, as well as the logo and identifiable company name.

True to the unspoken culture of our organization, we heavily emphasize individual freedom and power for each instructor. However is this freedom diminishing our capacity to compete

with other similar organizations in the world? Comparing WGI with Stephen Covey organization will give you an immediate answer.

During the last ten years there is an increased emphasis on Glasser's "caring habits" within the organization. With this change a new challenge has emerged. How do we talk with each other, deal with each other, develop and grow beyond where we have been? These questions remain a "work in progress."

- How does WGI-US [William Glasser Institute - United States is the member organization of WGI in the United States] deal with faculty members who are not following the policies and procedures that these same faculty members have pledged to follow without becoming an external controlling governing body?
- How does William Glasser International deal with a country that seems well beyond their initial emerging phase but still wants the exceptions that they were allowed when they were just beginning?
- How does a WGI member deal with a Senior Faculty member who uses all of the disconnecting habits to attempt to control the member?
- Even though we are an organization with knowledge of the use external control to influence another person what is our process to address these kinds of exchanges?
- How can WGI step up, develop more consistent branding materials without being seen as attempting to take over and control the individual creativity and freedom of all instructors?

It seems we still have much to learn if we would like to bring back the "good old days" when WGI was first forming, developing, growing and establishing Glasser's ideas in the world. I see some guiding questions: Where are we growing and developing? Are we cultivating an organization for innovation and change while continuing to honor all that Glasser created and developed? Will we expand beyond where we are and evolve into a vibrant organization? Will we remain a group of people who only repeat and teach what Glasser did and nothing more? Is the present William Glasser International with its many member organizations ready to lead us all in a new directions? Can this leadership be done in a collaborative, cooperative, transparent and inclusive manner so that members do not feel as though they are being externally controlled? Are we at a crossroads where we will step forward to expand our future? Or will we remain who we have become until we fade from attrition?

Even though I am now a senior citizen, I'm ready, willing and able to explore new territories beyond the ground where we presently stand.

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### **Brief Biography**

Nancy S. Buck, Ph.D. tackles the tough topics facing America's families in a style that academics and parents alike can relate to and remember. Dr. Buck earned a Ph.D. in developmental psychology with an emphasis on parenting. She is the founder of PEACEFUL PARENTING®, [www.drnancybuck.com](http://www.drnancybuck.com), the application of Choice Theory psychology to parenting. In addition she is a blogger for Psychology Today, and US News & World Report and author of three parenting books. For over two decades she has been a senior faculty member of the William Glasser Institute and continues to train thousands of educators and other professionals in Choice Theory psychology, Reality Therapy and Glasser Quality Schools. She is also one of the founding members and major contributors to Mental Health & Happiness, [www.mentalhealthandhappiness.com](http://www.mentalhealthandhappiness.com). This website is one of the major voices in the world contributing an alternative voice to the practice and understanding of mental illness, well-being and mental health.

## **AUNT MARTHA'S ADOPTS REALITY THERAPY (NOT JUST AS A MASCOT)**

Bernadette Maune, M.A.

### **Abstract**

Aunt Martha's Youth Services, Inc. has been influential in providing support services to youth and families since the 1960s. This article provides a brief history of the agency and how reality therapy became its guiding approach for building relationships, in counseling, and in delivering services to the community.

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In the early 1970s Gary Leofanti was hired as the Park Forest Youth Worker and was assigned as professional liaison to a grass roots movement of volunteer citizens who were working with troubled youth. Gary joined forces with their efforts and guided the group of volunteers towards incorporation as Aunt Martha's Youth Services. Gary became Aunt Martha's Director in 1972.

From the earliest days of Aunt Martha's inception, Gary was committed to ensuring that the volunteers who staffed this new and innovative service were trained in sound practices that were geared towards empowering the youth and families that came, in crisis, seeking help.

Gary, an energetic, young, and persistently focused, Wayne State graduate and native of Boston, tirelessly sought out training resources for this new group. Using printed materials and video tapes, and driving key volunteers hither and yon in his 1969 Volkswagen bus to training conferences and professional lectures in the field of counseling, substance abuse, youth advocacy, child welfare and juvenile justice, he thereby trained them and himself, to be trainers.

These tasks were accomplished in the early 1970s while Gary was also responding to self-referrals as well as referrals by police, schools, and parents, recruiting foster parents, raising funds, and channeling the energies of these very ambitious volunteers, who had many visions for the future direction (which were actualized in the course of time) of this young organization.

The volunteers were very diverse in age, ethnicity, and previous experience: professional social workers, youth from neighborhood high schools and junior high schools, adults from the community who had no previous counseling skills, students from community colleges and universities, recreation workers and probation officers. All of these volunteers were united by a desire to advocate for and work with, and on behalf of, young people. These efforts took place in counseling, shelter housing, and generally promoting youth well-being, in whatever form that took.

A board of directors was elected, which was comprised of youth and adults with equal voting rights. A set of by-laws were developed, incorporation as a non-profit agency was sought and accomplished, and foster parents were recruited, licensed and trained. All of these accomplishments occurred within the first year and a half of incorporation and before our story of Reality Therapy begins.

Because of its newly acquired nonprofit status after incorporation, Aunt Martha's could accept donations. The group used the very first donation of \$100 to purchase training

materials for the volunteer library; thus reinforcing the idea that training and development would be hallmarks of this effort.

In those heady days, Gary Leofanti, a young husband and father, would steal away and pursue one of his favorite pastimes - ice skating on a local frozen pond called Sauk Lake with a professional friend who worked at Tinley Park Mental Health Center. The center was a residential facility that housed adults and adolescents from the local region who were dealing with mental health issues. The two men would pass a puck back and forth. Gary, having grown up in the Boston area and very much an athlete with a fondness and proficiency in ice hockey enjoyed this recreation immensely.

During these sessions Gary and his colleague discussed their various career challenges and methods that worked successfully in helping situations. Gary was introduced to the videotapes of Leonard Zunin that were based on Zunin's book *Contact, the First 4 Minutes* (1972). He also learned about a practical problem solving method propounded by a guy named Dr. William Glasser in a book called *Reality Therapy, A New Approach to Psychiatry* (Glasser, 1965).

At this point, the volunteer training in counseling at Aunt Martha's was focused very intensely on empathic and active listening skills. This was taught by demonstration and role play with much practice, using a variety of examples of presenting problems by some of the key volunteers. This approach was fairly successful in establishing caring relationships with youth or parents, who presented their problems at the drop-in center. They were received with respect and compassion by youth and adult volunteers who staffed this service at night, seven nights a week, in donated space.

The organization's motto, or mission statement, at the time was "You've Got a Friend." Kindness and empathy went a long way in building therapeutic relationships. Less than two years old, Aunt Martha's was already gaining a reputation of respect in the local communities.

### **Reality Therapy at Aunt Martha's**

Reality Therapy, combined with active listening throughout the process, was to become a very potent combination for helping youth and families, at this innovative fledgling community organization. Gary Leofanti calls Reality Therapy the "Bible" of Aunt Martha's. For 43 years it was taught to new staff and volunteers in their orientation, while the agency grew from a mostly volunteer effort to a full service agency that provided counseling, foster care, residential care, substance abuse counseling, GED programs, Head Start, day care, family planning and health services, in many counties of Illinois. The agency ultimately employed over 1000 full time staff.

According to Veronica Reed, certified in RT in 1978 and former administrator at Aunt Martha's, Leofanti did an incredible job of offering community members, youth and adults, a chance to make a difference as volunteers, by providing solid training and support. The training not only helped the youth served but it created personal development opportunities for every volunteer who was trained in it. All were required to be trained in these methods.



Bernadette and Gary at Aunt Martha's Staff Fest, 2006

Gary was an early and consistent champion in the field of youth development, giving teens a voice that was equal to adults in the organization and in the training effort.

Gary and many early staff and volunteers learned the Reality Therapy approach in the Institute's home state of California, where they role played with William Glasser in small training groups. Gary and many staff and volunteers were certified in Reality Therapy. Gary, himself, taught it for years to new staff and volunteers through the 1970s and into the 80s.

Aunt Martha's sponsored appearances by William Glasser in the Illinois region. Gary, who as founding member of two multi agency state wide organizations called Youth Network Council and Illinois Collaboration on Youth, sponsored many visits in the Chicago region by Glasser, Kyle Conway, Walt Conway, Barnes Boffey, Dick Hawes, Ed Ford, and Bob Wubbolding, to name a few of the Reality Therapy luminaries. The staff and volunteers of these youth collaborations, as well as the thousands of staff and volunteers from Aunt Martha's organization, learned the concepts and practical applications of Reality Therapy through events organized by Gary and Aunt Martha's staff in the greater metropolitan area of Chicago.

The very first Institute of Reality Therapy Annual Conference was sponsored and staffed by Aunt Martha's in 1981, in St. Charles, Illinois. Naomi Glasser was very active in the planning of the smallest details of that first conference, down to the size of the pastries to be served on the morning of registration. This conference was very well attended and deemed a success by all involved. Years later, Carleen Glasser accompanied Bill Glasser to Aunt Martha's and shared insights regarding early childhood education with Aunt Martha's day care and Head Start staff.

Dr. Richard Hawes, Vice President of the Institute and a longtime partner, friend and colleague of William Glasser was a Reality Therapy luminary who became, at Gary's invitation, extremely invested in the training and evaluation of staff and volunteers of Aunt Martha's. Dick worked tirelessly through 25 years, consulting with Gary on therapeutic applications and training and evaluating staff in all the many programs offered.

Dick came cyclically for weeklong time periods, six times per year. His role play demonstrations were very illustrative of Reality Therapy's success with very difficult clients.



Dick Hawes, Joe Alejandro Gomez Brito (a visitor from Mexico), and Bernadette Maune, 1992

Dick's relaxed, warm and generous nature made him a beloved consultant and important contributor to Aunt Martha's style of training and counseling programs. Dick also influenced the creation of quality environments in the Aunt Martha's residential facilities.

Staff always knew Dick was in town when they could hear laughter coming from the Director's Office and down the halls of the various agency buildings. Dick always was willing to share his wisdom and knowledge, especially regarding the resilience of youth despite their previous histories of abuse. In this way he inspired and gave hope to many youth workers who were mired in the daily care of so many violated and battered children.

For forty years, throughout its early and middle history (1970s thru 2014), Aunt Martha's was so steeped in Reality Therapy as a therapeutic model that the agency owned a monk

parrot mascot named R.T. This colorful bird was housed in the reception area, greeting staff and clients alike. Unfortunately, he never learned how to say "What do you want?" "What are you doing?" despite staff efforts to train him. Sadly, the parrot's Freedom need was so strong that it overcame his need for Love and Belonging (at least from his human companions). He flew away one warm spring day when his cage was being cleaned. It was widely speculated that R.T. was seeking Love and Belonging from an avian companion.

Alas, as the bird flew, eventually so did the Aunt Martha's commitment to Reality Therapy and Choice Theory. State and federal funding became limited and focused on reimbursement for services linked to empirically based interventions. According to Dave Betz, who took on the role of Director of Training after my retirement, another contributing factor was Aunt Martha's growing shift to healthcare from social services, driving a more medical model with brief visits (4 patients per hour, instead of 1 client per hour), and the utility and applicability of RT/CT to the healthcare setting. It is a credit to the historical influence of reality therapy at Aunt Martha's that the staff searched for an evidence-based practice to counseling that was most similar to RT, finally deciding on Motivational Interviewing in 2015.

Gary Leofanti and Dr. Richard Hawes retired from Aunt Martha's in 2014. Their efforts on behalf of youth and families in Illinois are immeasurable.

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## **Brief Biography**

Bernadette Maune was involved with Aunt Martha's Youth Services, Inc. as a volunteer, foster parent, board member, and professional staff for 39 years. She served as the Director of Staff and Volunteer for Development under Gary Leofanti's leadership for 18 years before her retirement in 2012. She was certified in Reality Therapy in March of 1981.

## **HISTORY OF REALITY THERAPY IN CANADA – FROM SAPLING TO REDWOOD**

James Montagnes, Maureen McIntosh, Jean Seville Suffield, and Ellen B. Gélinas

### **Abstract**

The purpose of this paper is to trace the contributions that Canada has made in supporting Dr. William Glasser and his ideas from the seventies to the present day. Canada's history, within the framework of embracing and promoting reality therapy, choice [control] theory, and lead management, highlights the country's multiculturalism, its two official languages and the blending of cultures unsurpassed in the world. Its history, within the choice theory international communities, demonstrates how Canadian faculty and Canadian members of The Institute and William Glasser International, Inc. were catalysts for change on every advisory board, which, in turn, impacted all members globally.

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Glasser  Canada

### **MEMORIES OF A REDWOOD – JAMES MONTAGNES**



**(Photo: Maureen McIntosh, Linda Harshman, Jim Montagnes)**

Memories are my best attempt to remember what happened over forty-five (45) years ago. I do recall Al Katz and Diane Gossen (Heatherington, as she was known then), and others, who believed in Dr. Glasser and his ideas. People who know me well understand that I often refer to myself and others from the earlier days as dinosaurs. I prefer that we are seen as redwoods: alive, tall, and looked up to for success, particularly in those crucial days when Glasser was organizing his institute. Canadians played a vital role in the Institute's success so I am proud to say, "We did it our way!"



It has been many years since I first read the book, *Reality Therapy* (1965). I was working in Lakeshore Psychiatric Hospital in Toronto, Ontario, Canada, in the psychology department. One of the psychologists on staff used to buy books he wanted in bulk and sell off the excess to pay for his acquisitions. I bought *Reality Therapy* and read it, reread it, and my life changed. This man, William Glasser, was speaking a language that I understood and, in fact, I believe I was already using it to some extent.

I did something I had never done before and wrote to him at the address provided and asked him how I could learn more. His reply was, "Come down and meet with me." He included with the letter several dates in the summer when he was holding some one-week workshops. I immediately registered for two weeks to be with him.

I do not remember the exact year or date but it was roughly the summer of '68. My memory is also vague on the people I met while I attended training. I know Al Katz was there the first or second summer, or both, and Diane Gossen was there as well. In fact, Diane had lived in Los Angeles and had lots of contacts. Diane knew some very interesting folks, especially down near Venice Beach, which in those days was still a hangout for the flower children of the sixties. I also remember Dick Hawes and Art LeBlanc. Dick was Bill's second in command, vice president of the Institute for Reality Therapy. Dr. Art LeBlanc was an analyst, and an Adlerian, along with many other specialities. Art had a clinic in the Santa Monica Valley.

LeBlanc was one of the most amazing individuals I had ever met. Like Glasser, obviously, a genius, and boy, could Art talk. We were meeting at the Education Training Center (ETC) in Los Angeles. It was a room with blackboards on the walls. LeBlanc would talk for hours and would fill up the boards on all the walls with quotes and information. The only way I could keep up with him was to record what he said and listen to it later. He was amazing and was a strong advocate of Bill's teachings.

Art LeBlanc was also prophetic. He told us about one of the contracts his clinic had, I believe, with TWA (Trans World Airlines). Remember, this is the early time of jet travel. His clinic did testing which cost TWA, around one thousand dollars per day, a lot of money in those days. The aim of the testing was to determine which employees would do well if they were sent to isolated areas to work. It was necessary, in those times, to refuel aircraft making long international flights, especially to the Far East. Many of these locations were on isolated islands in the Pacific. So, after doing a battery of tests on these employees, they were supposed to be able to tell TWA who were the best candidates to succeed in these locations. So, the question LeBlanc posed to us was, "Who do you think were the best candidates?" The choice theory answer was, ". . . those candidates who said they wanted to be there." All the testing in world was only as good as what the candidate wanted. Remember, this was at least a decade before Bill began to explore what today we know as choice theory.

I spent two weeks with Glasser for two successive years learning what he had to teach me. At the end of the second year, Bill suggested that I see Lauren Jacoby, his secretary, and Lauren handed me a box of business cards that, to my surprise, indicated that I was a faculty of the Institute for Reality Therapy. During this time, Doug Naylor was in charge of the Education Training Center and was working with some school groups that had created a "School without Failure." I knew that Bill was on a lecture tour speaking about reality therapy; however, there were no courses organized for Bill to offer to the audiences he encountered.

In the following years, I maintained contact with Bill and, in fact, arranged to bring him into the Toronto area to give mini workshops in various places over the next decade or two. In the meantime, I arranged an official institute in Canada with a Federal Charter. Diane Gossen was working mostly in the Western part of Canada and I was working in the East. Diane had her own program in Saskatchewan and she had trained her staff. I was active in training my own staff in Penetanguishene, Ontario, at a local Psychiatric Hospital. The hospital also housed the Canadian Maximum Security Psychology Unit of three hundred [300] of our most dangerous offenders who had been found *not guilty* by reason of insanity. At the same time in the early 70s, I began to offer training in reality therapy through our local Community College in Barrie, Ontario. I also did speaking engagements about the subject, wherever and whenever I could.

My memories of this time are somewhat obscure, but I do recall that, with the support of Diane and many others such as Barnes Boffey, Al Katz, and Perry Good, we developed the basics of what we still have today, the certification process. In fact, I remember clearly that Diane and I influenced the practicum program that accompanied the training.

It was 1981, I believe, when Dr. Glasser summoned us to a conference/meeting in Chicago, where we would form the first advisory board of The Institute for Reality Therapy. Canada was to be included in this Institute as a region. There were several Canadians present at this first meeting. Among them were Lynn Puteran (Sumida) and David Threlfall, from British Columbia. In an election, Diane Gossen was chosen to represent Canada on the Board. I believe there were to be two-year terms and an individual could only sit for two consecutive terms. I am going to offer an apology again to those I have left out due to a poor memory. I shall add here some of the history as written by Donald J. O'Donnell, which offers a different perspective of similar events.

Excerpt from O'Donnell, Donald J. (1987). *History of the Growth of The Institute for Reality Therapy*. [Journal Article]

The Educator Training Center decided to have a 10<sup>th</sup> anniversary celebration in Los Angeles in 1979 at the Ambassador Hotel and invited all those interested in reality therapy to attend. The celebration was such a success that it was repeated in 1980. It was in 1981, prior to the first Institute for Reality Therapy convention held at the Pheasant Run Resort in St. Charles, Illinois that Glasser realized he could no longer administer The Institute for Reality Therapy by himself. Dr. Glasser decided to decentralize the Institute because he wanted people trained in reality therapy from all over the United States and Canada to have input into how the Institute was run, especially into how to implement and expand the training and follow-up. Thus, the first Institute for Reality Therapy Board of Directors was formed as a regional organization with each region electing a representative to the board.

## **THE OAK RETURNS – JIM MONTAGNES**

Beginning in 1980, I became an independent entrepreneur and dedicated my career to teaching the writings of Bill Glasser. During this time, I travelled often to New Brunswick, teaching for, and with Dr. Avery McCordick who was a professor at the University of New Brunswick (UNB). Avery had, in fact, managed to secure recognition of both basic training and practica as part of the graduate program at UNB. Many of our active leaders in Canada today, such as Maureen McIntosh and Ellen B. Gélinas, took their training through his leadership.

I also was doing an amazing amount of training in Québec. Most of the trainees were unilingual, and spoke only one language, *French*. Since I am not bilingual, I used a translator. I did speak very poor French and could carry on a basic conversation, but I was not able to teach in French. We managed, however, and in the end held the first certification outside the United States in Montréal, Québec, in 1985. Bill and Naomi, of course, were in attendance. The instructors were Diane Gossen, Perry Good, Al Katz, and me.

A cute story comes to mind here. At this time, Francine Bélair was involved in helping us do this work. I believe it was she who found a wonderful French restaurant in the countryside, outside Montréal. It took us some time to reach it. Since I was the organizer, I arranged to treat the faculty, Bill, and Naomi, for dinner. After a gourmet meal (I discovered later this was one of the most recognized restaurants in Canada), I paid a bill which was staggering, even for those days. Bill saw the amount and almost died from sticker shock. It certainly was more than he would have been willing to pay but everyone had a memorable meal. In the end, we certified four (4) groups of individuals at this certification.

## **IF JIM IS A REDWOOD, THEN I AM AN OAK – MAUREEN MCINTOSH**

When Avery McCordick and Deb Evans returned from the conference in Montréal, they were both super-excited to share their learning. In 1984, I was the first nurse hired in what was then Reproductive Health, because no one could say the word *sex*. Two years into the job, I needed more skills and took a counselling course through The University of New Brunswick. Deb was a new practicum supervisor with the Institute for Reality Therapy and wanted to run a basic intensive training. I did my first intensive in 1987, with Avery McCordick, and became excited about how effective my learning was and how I could use it with youth. Avery picked up on my energy and encouraged me, not only to become certified but also to continue to instructor.

These were exciting years when the ideas spread all over Atlantic Canada. We had instructors in all four provinces, and training programs were happening everywhere. Leading the way in those times was Richard Nichols of Nova Scotia, Ken Pierce of Prince Edward Island, and Tom Smith of Newfoundland.

I did my first basic intensive in French at École Beauséjour in 1988. Francine Bélair was doing some training in New Brunswick through the University of Moncton. Eventually, Richard Coutu and Pierre Brunet did a lot of training in French in NB until Diane Cormier-Northrup became an instructor, as well as Nancy Grant, with Mona Savoie as Supervisor. They continue to teach Dr. Glasser's ideas in French.

I was encouraged by both Jim Montagnes and Avery McCordick to attend certification in Phoenix, Arizona and I immediately signed up for the basic practicum supervisor program. We were a group of eight (8), I think, in the class, and it was such that we were not to

receive any feedback. It is hard to believe today that this was the case. We had to do role-plays and answer questions in front of a panel made up of three instructors and Bob Wubbolding. It was tense! They even brought people in to play unfamiliar clients. We did not hear whether we passed or not until the Saturday after we arrived home. That did not deter me, though, and by 1990 I was ready to become an advanced practicum supervisor, having conducted a couple of basic practica and sent about six (6) people through to advanced week training. The training had changed a great deal due to the extensive feedback the institute had received from the group in 1988.

In 1993, I travelled to New Orleans and became a basic week instructor. I continued to serve on the board and was President of the Reality Therapy Association of New Brunswick, followed by Ellen B. Gélinas and Pat Donihee.

By 1991, The Reality Therapy Association of New Brunswick had formed and we brought Dr. Glasser to Moncton. At that time, I could arrange for him to speak with administrators in our school district. It was at that event that Janet Longaphie decided she wanted to pursue implementing a Glasser Quality School.

In 1992, The International Conference was held in Vancouver, British Columbia, and it would be the first conference that Dr. Glasser would not attend. His wife Naomi had become ill with cancer and he stayed with her. We were thrilled to be able to project a video message from him. I joined the Canadian Association for Reality Therapy board at this time under the presidency of Shelley Brierley and continued to serve off and on until the present day.

I believe it was 1994, when Pierre Brunet of Montréal became the Canadian President and served a two-year term. The association was struggling at the end of his tenure and Jean Seville Suffield ran for Canadian President starting in July 1996.

Janet Longaphie, Principal of Beaverbrook School, had read *Schools Without Failure* (1990) a few years earlier and now, with *The Quality School* (1998) being published, she wanted to study it. Eventually, she bought each member of her teaching staff a copy of *The Quality School*. The staff formed a breakfast club and met once a week before school started to discuss the contents of the work.

In 1997, Janet called me to see if I would be willing to train her staff. She had asked them and they all wanted the training. We were a team of trainers, including myself, Suzanne Theriault-Mitton, Ellen B. Gélinas, and Douglas Jones. We also offered programs for parents.

Dr. Glasser returned to Moncton in 1997 and most had heard him speak at earlier workshops or conferences. I believe it was around this time that Ken Pierce, Senior Faculty from Charlottetown, Prince Edward Island (PEI), was driving Dr. Glasser to PEI for an event and asked him if he were going to rewrite *The Control Theory Manager* (1994). He looked at Ken and suggested he do that, and Ken subsequently published *Using Lead Management on Purpose* (2007).

By the year 2000, Dr. Glasser was back in New Brunswick when Beaverbrook School declared itself as the First Glasser Quality School in Canada. By 2003, Janet Longaphie wrote, "We were thrilled with the increase in our provincial academic testing scores this year. This year, we not only matched the district and provincial averages, but also exceeded them in several areas. This was an extremely unexpected, pleasant surprise!"

I was president of WGI Canada, from July 2002, to June 2005, and served as representative for Canada on The William Glasser Institute Advisory Board. After one year, I stepped up and became Chair of the Advisory Board, for the next two years. My relationship with board members grew and became stronger. My relationship with Linda Harshman and Dr. Glasser strengthened even more. This leads me to another one of those cute stories.

We were having our board meeting in California when we decided to head to Boston Market for a quick lunch. Bill was sitting opposite me and he suddenly reached across the table with his fork and snatched a couple of apples off my plate! Linda quickly jumped and said, "Bill! What are you doing?" He replied, "I just wanted to try the apples and I knew Maureen wouldn't mind!" We were all laughing over that one. It seemed that whenever food was around, there was a story to tell.

### **IF JIM IS A REDWOOD & MAUREEN AN OAK, THEN, I AM AN ASPEN – JEAN SEVILLE SUFFIELD**

Since Jim started with a tree analogy, I believe I must be an Aspen, which symbolizes the desire for exploration, the spreading of wings, freedom in expanding horizons, and searching for a fuller expression of self. My love of new ideas and learning led me to a Dr. William Glasser during a leadership course I was doing at McGill University in Montréal. A friend and colleague suggested that we explore the ideas and works of Dr. Glasser as our topic in the second year of the course. We headed to Lake Placid, New York. Who wouldn't want to drive to the Adirondack Mountains against a sunny sky and open highway? There was no looking back. We found Scott Waugh in our own backyard, working for the Lakeshore School Board in Pointe-Claire, Québec and running a Quality School classroom.

We also discovered that there was a Principal near Toronto who was engaged in working with his staff, students, and parents in Quality School ideas. We contacted Jim Montagnes and registered for a basic intensive week in Toronto. As Superintendent, or as we say in Québec, Director General, I engaged Jim to address our district for a two-day seminar. Training continued through the district and subsequently unified boards with trainers Richard Coutu, Diane Gossen, Bob Høglund, Shelley Brierley, and Scott Waugh. We enjoyed the support of Pierre Brunet, Richard Coutu, Francine Bélair, and Maureen McIntosh at certification sessions.

I have some advice for those who are asked to run for office. If the people around you say that there is not that much to do and that you can just sail through the tenure, then be suspicious! Richard Coutu, Diane Gossen, and Shelley Brierley urged me to run as President of the Canadian Association of Reality Therapy (C.A.R.T.). They relied on my leadership skills, which I had demonstrated in my many roles within the school system, to lead the Canadian Region at this time in its history. Well, let's just say that May 1996 signaled the rocky road ahead. It was a tumultuous time and, to give many credit, some friendships remained intact. It was from 1996 onward that I became more involved with the French group in Québec, and, as they would say, I was *their favorite Anglophone*. We always laughed since I was the only *Anglophone* on their board.

## THE FRENCH CONNECTION



Richard Coutu



Claude Marcotte



Louise-Nicole Dupuy

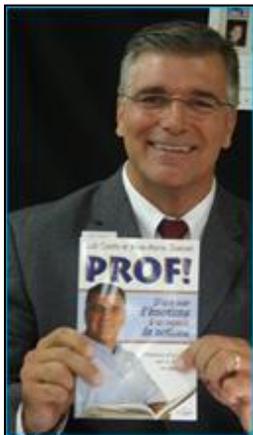
The early training in Québec was done mainly by instructors from the United States and other parts of Canada: Bill Abbot, Perry Good, Ron Harshman, Lynn Sumida, Hélène Grenier, Diane Gossen, and Jim Montagnes, to name a few. Dr. Glasser seemed to enjoy

translation but did not favor simultaneous translation, which was very expensive at that time. Louise-Nicole Dupuy played an important role in listening to what Dr. Glasser had to say. She listened, and translated his presentation and role-play into French. I am not sure this would be welcomed today but the ideas were so great that many were willing to absorb as much as possible and welcomed the extra time with a great mentor. Richard Coutu and Louise-Nicole Dupuy with Claude Marcotte and others were instrumental in getting almost all of Dr. Glasser's books, at that time, translated into French by two publishing houses, Les Éditions Logiques and Chenelière-McGraw Hill.

The Association Québécoise de la Thérapie de la Réalité [A.Q.T.R.] was key in promoting and teaching Glasser's work within the social services organizations that embraced Glasser's ideas throughout Québec: group homes, education, and the penal system. As a result, Québec enjoyed its own trainers: Francine Bélair, Pierre Brunet, Claude Marcotte, Richard Coutu, and Jean Seville Suffield. I joined the A.Q.T.R. as a director in the late 90's and enjoyed the leadership of several presidents such as Gilles Dumas, Donald Tremblay, and Claude Marcotte and other members of the board: Gervais Sirois, Ginette Biron, Claude Dufour, Denis Chayer, Vallyer Tremblay, Anne Hélène Dussault, and Pierre Tremblay. Dr. Glasser had attended a Quality School conference in Rimouski, Québec, which was organized by Gilles Dumas and Gervais Sirois. Richard and I had the privilege of driving Dr. Glasser there. Now, we are not speaking of an 'hour or two' trip here. It is quite a distance; however, Richard stopped often so Glasser would not become too tired. He kept saying, "This is far! This is really far." There were over five hundred (500) people in attendance, so as we know, the bigger the crowd, the better the Glasser. The interesting part was that whenever he saw me after this event, he would remind me just how far *Re mouse ski* was!

Things were on a roll in the early 2000's and we wanted to hold a certification week in Alma, Québec which would precede the conference there. Linda Harshman provided some extra funding as she would have done with a certification closer to home and off we went. Richard Coutu was the instructor and I, in my capacity as President and as a director on the A.Q.T.R. board, worked with the organizers to have Dr. Glasser visit the group and work through some role-plays, as he always did. Richard served as translator and participants were thrilled. Canada was known then as the Institut William Glasser Canada / William Glasser Institute Canada as a result of a suggestion by Dr. Glasser that the regions include his name. Well, Dr. Glasser had a great deal of fun at the Gala, or the traditional Saturday

evening dinner. He sat with me on one side and the translator, whom he found very talented, on the other side along with Vallyer Tremblay, a director on the French board. I have never known Bill Glasser to be as chatty as he was that evening. It all seemed so perfect. Here is a note he sent to me to relay in French to Donald Tremblay and the organizing committee, expressing his deep appreciation for the event.



Dr. Glasser wrote, "One of the highlights of my year was to present my ideas to the Québec Association for Reality Therapy in Alma Québec. What I was most pleased about was the competence the group showed me in their understanding of choice theory, which is the key to using all my present work. It is also the core of a happy, successful personal life. I believe that choice theory is being used both personally and professionally in Québec and I very much want to return to the next conference when my new book on mental health is out. I also appreciated the hospitality that I was shown by the organizing committee from the time I got off the plane. My only regret is that I don't speak French, but I was made to feel very welcome with all I have; my English. I congratulate the organizing committee for a very well-run conference. Thank you."

At the outset of bringing Glasser's ideas to Canada, Linda Harshman told me that Québec had the highest number of people who were certified within the Institute's early days. Many were very successful and I would like to acknowledge Bob Cantin who has co-written a couple of books and worked so effectively for years with what we would call "challenging students!" He tells the story of bringing his class to the home of a student who was intending to skip school so she would realize how much he and her fellow classmates cared about her.

One of the most notable bodies of research on reality therapy was conducted by our French Connection. After working in four group homes in Québec City, under the leadership of Claude Marcotte, in-house trainer, and lead researchers, (Sylvie Bilodeau, Guylaine Frenette, Annie Roberge, and Geneviève Robichaud) the team published their report, "*Project: Impact R.T. The Impact of Reality and Choice Theory applied for the last five years in four group homes of the Centre jeunesse de Québec - Institut universitaire*" through the University of Laval. Physical force [restraints] were reduced from over 300/day to almost none from 2001 - 2006. The study has been translated and published in the *Journal*, should anyone wish to read the complete report.



Whereas the first few years were a challenge in having C.A.R.T. become more viable, it was fun to have Dr. Glasser visiting us on his way to Vermont or New York State. We sold many of his books and I recall my husband saying, "Bring the books in. Bring the books out!" "Bring the books in. Bring the books out!" We would load up the trunk and cross the border so Glasser could offer his latest ideas to groups in Plattsburg, NY and Burlington, VT.

One of my favorite stories is trying to get Dr. Glasser to an event organized by Sharon Cameron just outside of Ottawa, Ontario. Paul Groulx, who was on the Canadian board at that time, assured me he knew where the place was and that we would arrive on time. Well, Bill Glasser turned to me in the

restaurant and said, "Don't worry, Jean! They can't start without me!" I had promised Sharon we would be on time. Well, it was not to be! As I fretted, and continued to remind everyone that Sharon was depending on me, we passed a hospital, and I leaned toward Paul and said, "Please drop me off here so I can have my nervous breakdown." Glasser turned toward Carleen and me sitting in the back and said, "Jean, you are the Jack Nicholson of Canada just as Carleen is the Jack Nicholson of the United States. We all laughed and knew that Glasser would just be patient and he would get there when he got there.

The early training offered in my school board in 1990 by Jim Montagnes had taken flight. I was proud that I could continue to facilitate training leading to certification under a newly-amalgamated school division. Our board enjoyed the support and enthusiasm of Ken Prokosh, Bob Mitchell, Blanche Havel, Mary Hoerig, and others, who loved the training and the application of Bill's ideas in their classrooms and schools. In the summer of 1995, our board sent a notable group of teachers and administrators to the conference in Philadelphia. This was, indeed, not only a momentous occasion for those celebrating certification, but also a real treat to realize everyone present at the conference was participating in the wedding ceremony of Bill Glasser and Carleen Floyd.

A highlight of my two terms as Canada's representative to The William Glasser Institute Advisory Board was to have Canada host a conference in July of the year 2000. It was a year with a shaky beginning, since many in the world thought that technology would fail us and planes would not fly and all private banking information would become public, or lost in cyberspace. In any case, with Ken Prokosh as our Chairperson, we offered a spectacular show of Dr. Glasser being led into the banquet hall to the tune of Amazing Grace piped in by a member of The Canadian Grenadier Guards, which originated in Montréal Québec, 17 November, 1859. Smoked salmon, filet mignon, with flaming baked Alaska added classic touches to the evening.



The Thursday outing took us all back in time to a delightful and very connecting evening of dinner and entertainment on board a steam train in the Gatineau Hills, across the river from Ottawa. There we all stopped rushing about and just sat back for the ride! In Wakefield, we enjoyed a rare phenomenon as our locomotive was turned around on a manually-operated turntable for the return trip. Along the way we were treated to a scrumptious dinner, accompanied by very talented wandering minstrels who serenaded us in both official languages of Canada. A first at this conference was the invitation of a keynote speaker, Dr Peter Breggin. He was a welcome addition and certainly opened many eyes and ears to the problems of current day treatment of mental health issues.

We also enjoyed conferences in Eastern Canada under the presidency of Ellen B. Gélinas and Maureen McIntosh. They were instrumental in helping to build our coffers, inviting Dr. Glasser and Dr. Bob Wubbolding several times to New Brunswick. Both would present to groups in Saskatchewan, thanks to the tireless efforts of Carole Eaton and Linda Routledge. Ellen was very generous with her cottage near Fredericton NB on the Bay of Fundy. I can recall our jaunts together to get a BBQ chicken in town and rush to a friend's bed and breakfast to watch the latest episode of 24 - my wish, not necessarily hers.

Ellen Gélinas brought a new perspective to the board and the directors enjoyed face-to-face meetings in New Brunswick. At that time (2007), Atlantic Canada was still quite active and contributed to the success of Institut William Glasser - Canada/William Glasser Institute - Canada (IWGI - Canada). We were the first member region at that time to oversee the

Practicum Supervisor Program – Training Phase, traditionally organized by The William Glasser Institute. As most are aware, July of 2010 was momentous with the conference held in Nashville, Tennessee with the passing of the *torch* or *flame* from The William Glasser Institute to what would first be named the William Glasser Association International which was to be led by Brian Lennon, shown here with his wife, Laura.

**AND SO I AM A SUGAR MAPLE – STRONG AND SWEET, ENDURABLE AND ADAPTABLE, WITH A BLAST OF BRIGHT COLOUR! – ELLEN B. GÉLINAS**



My journey with Dr. Glasser and his ideas began around 1980 when a friend loaned me her copy of Reality Therapy. (I still have it!). My interest was piqued, but it wasn't until 1989 that I was able to access basic training in Moncton, New Brunswick. By then, I was definitely hooked. My Master's degree included the journey to Certification and beyond in Vancouver in 1992. By 2000, had become an Instructor and shortly after, joined the ranks of Senior Faculty.

My commitment and continuous learning included active participation at the Board level with: the Reality Therapy Association of New Brunswick; Institut William Glasser Institute – Canada (President 2005-2011); The William Glasser Institute Advisory Board Canadian Rep (2005-2010); and, the first elected Canadian Representative to the newly- formed William Glasser International (2011-December 2014).

What keeps us so involved, for long periods of time? I do believe that the gift Dr. Glasser gave is that he continuously challenged his own thinking and, in doing so, also challenged us to keep up with his new insights and clarifications.

We benefitted greatly in Canada, because we were holding Certifications across the country every two (2) years and that meant having Dr. Glasser, and Carleen Glasser in the later years, with us on a regular basis. We took advantage of his participation and opened up his presentations to the public. One year, while in Fredericton, Carleen and Bill were working against the clock to complete changes and editing in the manuscript for *Every Student Can Succeed* (2011). His laptop, with the entire book on it, was about to give up....so over they came to my house and a team was quickly formed to get busy finishing the work. Dianne Cormier Northrup, Pat



Donihee, Carleen, and I were all busy at the task for three (3) days of very picky work, replacing a word or phrase at a time.

While we were doing the editing, Bill Glasser was ever so comfortably installed in my husband Guy's chair in front of the TV in the room beside my office. I remember laughing so hard when he said, "I really don't like that kind of work, but they all seem to like it." No, but we certainly liked him and his ideas!

Often, the wisdom of Bill would be dispensed in just a couple of words. Guy, my forever husband, shares the same birthday as Bill and has met him often. On different occasions, to make a point about relationships, Bill would ask, "Doesn't Guy like it when you just let him be?" Such a powerful reminder about all those caring habits!

Personally, I loved Bill's dry sense of humour and felt encouraged to begin presentations at the annual conferences. He often attended my sessions and enjoyed the laughter and humour we shared. Another Senior Faculty who always attended was Masaki Kakitani, accompanied by a large group of fellow Japanese attendees, for whom he translated. I had often wondered just how he had handled some of the humour because his group always laughed, with just a slight delay. Sumi Kakitani explained it at one conference. She introduced me to a friend of hers and said, "Masaki always goes to Ellen's presentations. Instead of trying to translate the humour, he says, "She Funny. Laugh Now." I am still laughing about this one!



Over the many years of my involvement in the organization, I believe that our Canadian presence on the Board has had a very positive influence. The conference that was organized for July 2012 in Los Angeles, was nothing short of amazing work by the few! The International Board face-to-face meeting in Dublin, January 2012, did not leave us much time to prepare for the 1<sup>st</sup> William Glasser

International Conference in L.A. Brian Lennon, Jim Montagnes, Al

Katz, and I worked diligently from afar and were very pleased with the resulting atmosphere of collegiality and inclusion. Then, Canada took on the job of hosting the next conference in 2014. Jim Montagnes and I agreed to co-chair and with Rolf Ahrens, we invited Jean Seville Suffield and Bob Wubbolding to act as co-chairs of the program committee. Proudly, the Board of William Glasser International piloted the first version of *Take Charge of Your Life* (2011) at this conference. This training was the result of many hours of *across-the-continent*s work and is now a one-day program offered to the public. I am pleased to have been the driving force behind it and applaud the work of Bette Blance and Nancy Herrick to see it to fruition. I expect to provide this training in my area of Montréal for years to come. [Photo: Ellen B. Gélinas, Marcia Foster, Jean Seville Suffield - Toronto July 2014]

## THE ASPEN RETURNS TO CONTINUE THE TALE . . . JEAN SEVILLE SUFFIELD



Canada's first appointee that first year was Rolf Ahrens, who would eventually be Canada's president from July 2011 to February 2016. Ellen B. Gélinas was the first elected Canadian representative on the International Board of Directors in 2011 and was a key figure in helping with the organization of the 1<sup>st</sup> International Conference, which was held in Los Angeles, July 2012, mainly so Dr. Glasser could easily attend. Ellen served until 2014 with Jean Seville Suffield replacing her on William Glasser International, Inc., in 2015. Jim Montagnes also served the international body and, with Ellen, co-chaired the 2<sup>nd</sup>

International Conference in Toronto, Canada in partnership with WGI – Canada. The Program Co-Chairs, Dr. Robert Wubbolding and Jean Seville Suffield provided an interesting, diverse program so that at each time slot, an attendee could choose from among the multiple applications of choice theory and reality therapy: counselling; corrections, social services; parenting; education; and leadership. It was a huge success and set the bar high for subsequent conferences which would be held every two years by WGI, in partnership with one of its member organizations.

(Photo: Carleen, Jim Roy, and Dr. Glasser! Jim Roy: Glasser's biographer – *Champion of Choice*.)



After my tenure as President in June 2002, I continued to serve as a board member of Glasser Canada - YES - another name change in recognition of our mentor and our country! This was the brainchild of Rolf Ahrens. Rolf worked diligently to produce a viable website and concentrated on bringing board members together as much as possible and what we call Face-to-Face (F2F). Traditionally, we held our Annual General Meetings at The William Glasser Institute conferences; however, when we no longer were a region of the board, we had to meet in other ways, namely, some F2F, and through GoToMeeting or

Skype. We also revised our By-Laws, reorganized our committee structure, changed our fiscal year to the calendar year, and oversaw certification in New Brunswick, Toronto, Saskatchewan, and Québec City with the assistance of Norma Ahrens as our Registrar.

I assumed the presidency, once again, of Glasser Canada in February 2016 and enjoy a board that has been very active in redefining itself. My presence on the international board has helped me very much. As Ellen has mentioned earlier, Canada has always had an influence in shaping policy at the Institute level. For example, the Overview leading to CTRTC, which has been adopted by WGI, was an overview that the Canada Program Committee had drafted. WGI has also helped us shape our policies and procedures: Letter of Intent, webstore policy, Glasser Quality School, combined membership, co-hosting experience of conferences, to name a few. With so many competing programs on the market, member organizations face many challenges in remaining current, offering alternatives to the standard training, and in remaining financially viable. I can say that since March to December 2016, "The baby was born strong and healthy!" We might still have a few hiccups now and then, but we are working on this.

Canada can boast that Ginette Goguen, Supervisor, has developed the first *bona fide* online, hybrid basic intensive training course in French and English through the Community College of New Brunswick. Congratulations, Ginette! We are proud of our new website that premieres professional development videos, online forms, direct payment for training, and our most innovative of all, our GLASSER VENTURES project to connect, to build relationships, and to expand Dr. Glasser's ideas globally. In Seoul, Korea at one of the best international conferences ever, thanks to Rose-Inza Kim and her conference committee, we launched the momentum for this creative program with the help of Lynn Sumida, senior faculty, and Paul Johnson. Glasser Canada invites you to [www.glasserventures.com](http://www.glasserventures.com) to view exceptional video interviews of Carleen Glasser, Judy Hatswell, Dr. Robert Wubbolding, Ivan Honey, John Cooper, and many others connected to Dr. Glasser.

I made many trips to Los Angeles after my work on the advisory board and had the good fortune to work some practica and advanced training at the Glassers' home. I was also grateful to Linda Harshman who granted me permission to help with the training in South Africa and the Kingdom of Bahrain. Linda also appointed me as International Liaison with the new association formed after the Nashville Conference in 2010.



In looking back, I realize that 1996 was, indeed, a very good year, for it launched a second career for me. I have always been thankful for the support I received from Bill Glasser. Due to my upbringing in an all-girls' high school, taught by the Sisters of the Holy Names of Jesus and Mary, I always spoke to anyone in authority as Mr., Mrs., or, in William Glasser's case, Dr. Glasser. Although I might refer to him on occasion as Bill, I never addressed him as such.

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## Brief Biographies

**Jim Montagnes** is a senior faculty of William Glasser International and has worked with Dr. Glasser for over 40 years. In the past, Jim has served on the international board of The William Glasser Institute, representing Canada. Jim has actively taught courses in reality therapy for his entire career, and for the past 30 years on a full time basis. He has worked in many parts of North America and internationally in the areas of addictions, education, business, juvenile and adult corrections, social services and counselling, and has worked extensively with First Nations Peoples in Canada. You may reach Jim through [jmontagnes@makeschoices.com](mailto:jmontagnes@makeschoices.com) or by telephone at (416) 261-1085.

**Maureen McIntosh** has been a member of The William Glasser Institute since 1998 and Certified the following year. She obtained basic instructor status in 1993 and senior faculty in 1995. Her service includes various roles she has undertaken for The William Glasser advisory Board and Glasser Canada. Maureen owns Moncton Reality Therapy Consultants and continues to offer William Glasser Certification Programs. She is a former registered nurse (BSc.N), a Canadian Certified Counsellor, and an Associate Certified Coach with the International Coach Federation. Maureen told Dr. Glasser that she would teach his ideas as long as she was able and continues to do so today. She is passionate about the gifts he has given the world. She is a grandmother of four and is sometimes known as Grammy Mo. She has just released a new book entitled *Musings by Mo: 90 Days to Greater Awareness in Life*. She is also the author of *Choosing a Quality Loving Sexual Relationship*, a manual for working with teenagers.

**Ellen B. Gélinas** Since 1989, when I began this journey of self-exploration, guided by the ever-evolving ideas and theory of Dr. William Glasser, I have been steadfast in learning more and sharing it in all of my many roles...wife, mother, friend, educator, facilitator, counsellor, Board member, humorist, and most importantly, grandmother! So much is possible because of what I call THE BIG LEARN of 1992...self-evaluation. This is such a novel idea and so valuable on the road to integration of these most powerful concepts. Choice Theory and its applications have travelled with me far and wide over the last 3 decades as I have incorporated CT in all the presenting, instructing, counselling, and mentoring that I have done. Dare I mention that it has given me a basis for stability and grace as I faced moves, job changes, family losses, and now the reality of aging with my spouse as we celebrate 50 years together. I am most proud to say that I am friends with my two adult children, Valerie and Daniel, and the beloved Lali to 3 fabulous grandchildren, Senn, Elliot, and Seren. And there may even be a book in me. I already have the title, *Learn and Laugh*.

**Jean Seville Suffield**, DNM is a senior faculty member of WGI, trainer, consultant, staff developer, author, and a Doctor of Natural Medicine. Due to her expertise in brain-based learning, Jean's instructional approach is highly practical and interactive to help individuals begin to integrate and personalize their learning through a wide variety of involvement activities and discussion sessions. This is Jean's third term as President of Glasser Canada and is one of Canada's reps to the International Board. She is a Director on the WGI – Québec Board and a member of the Editorial Board of the Journal for Choice Theory® and Reality Therapy. *Glasser Unplugged: It is all a matter of perception* is in progress. You may find her books on [www.lulu.com](http://www.lulu.com) or [www.glassercanada.ca](http://www.glassercanada.ca)

(Photos courtesy of the authors)

## **THIRTY YEARS OF RT/CT IN IRELAND**

Brian Lennon

### **Abstract**

A review of the history of the William Glasser Institute Ireland from its beginnings in 1987 to its present thirtieth year. The author proposes reasons for the different ups and downs of the organization and points to trends that the current National Executive is considering as it prepares for the coming years.

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The official Irish member organization of William Glasser International is the William Glasser Institute Ireland (WGII). In the 30 years since its founding in 1987 as the Institute for Reality Therapy in Ireland, WGII has quite a record of achievement.

The introduction of Reality Therapy (RT) into Ireland owes a lot to Sean O'Dwyer, an Irishman living in Cincinnati. He had become certified in Reality Therapy in the USA and decided that it could meet Irish needs at home. He wrote to Dr. Glasser and promptly received his full approval. Sean then approached several Irish organizations, most of which did not show much initial interest. He persevered, and eventually Arthur Dunne, then Chairperson of the Institute of Guidance Counselors, had the vision to take up the invitation and introduce Reality Therapy to the members.

This led to Dr. Glasser's first visit in 1985, together with his first wife, Naomi. He gave an introductory day on Reality Therapy and its new theoretical explanation. A group of those present decided on the spot to accept Dr. Glasser's generous offer to give them a basic week of training in Reality Therapy. Reality Therapy had arrived.

On his return to the USA, Dr. Glasser followed up on our interest by inviting senior faculty member Suzy Hallock Bannigan to take charge of further training in Ireland. She has been a wonderful catalyst in this process, and her ability to understand a totally different and complex ancient culture has been central to her successful work here. Another key faculty member was the late Richard Pulk whose dedication and humor remain with us. The importance of good mentorship in the early days of RT/CT in a new country cannot be underestimated. Excellent support from the late Linda Harshman was another boost to our development.

Irish attitudes to life, to time and to social interaction differ considerably from what Suzy and Dick were used to in Vermont but they learned quickly. Indeed, they soon discovered that "craic" (pronounced "crack") is one of the basic needs in Ireland (where the word means "fun"), and that there was more than one reason for Ireland's reputation as "the land of time enough."

At a professional level, RT's pragmatic simplicity, its powerful effectiveness and profound respect for the individual had an immediate appeal for Irish counselors. The language of RT had a warm human directness rather than a remote academic aura. In practice it was a down-to-earth, no-nonsense approach. There was no attempt to be eccentric or mystical. All of this had a strong appeal to people interested primarily in effective and efficient ways of helping others. Furthermore the dual relevance of Reality Therapy/Choice Theory to counseling and education enhanced its value to its first Irish trainees who were mainly guidance counselors.

The fact that RT was introduced into a pre-existing organization, The Institute of Guidance Counsellors, a body that was very well managed throughout the Republic, was a significant factor in the spread of RT here, as was our constant striving to make our courses as affordable as possible.

### **Reality Therapy Training and Administration in Ireland**

In addition, the RT training structures suited the Irish group's working life-style very well with intensive courses in summer and part-time study through the winter. The initiative of Sean and Arthur, the generosity of Dr. Glasser, Suzy and Dick, the relevance of RT/CT to Irish needs, the competence of the Institute of Guidance Counsellors and, finally, the creation of our own organization were all key components in RT's taking such firm root in Ireland. Another vital factor was the appointment of our own local faculty.

In acknowledgement of William Glasser's contribution to guidance and counselling here, the Institute of Guidance Counsellors awarded him an Honorary Fellowship in 1990, the year that celebrated the 25th anniversary of the publication of the book *Reality Therapy* (Glasser, 1965).

With the first group of 9 Certified Reality Therapists as a nucleus, the Institute for Reality Therapy in Ireland had been founded in September 1987. The members were Brian Lennon (Chairperson), Carmel Solon (Correspondence Secretary), Eileen Boyle (Training Coordinator), Arthur Dunne (IGC Liaison), Ray Mooney (Treasurer), Anne Gill (PR), Brendan Hester (Newsletter Editor), Ruby Morrow (Resource Officer), Marie Rooney (Minutes Secretary) and Tom White (Assistant PR).

Each and every member of our different national committees since then has had a heavy professional work load, but such has been their enthusiasm about RT that they have all given a lot of time and good work to its development in Ireland.

As a group our national executive committee clarified a wide range of administrative matters: committee roles, dates and venues for courses, trainers, PR literature, a newsletter, training information bulletin, publications list, practicum supervisor training, intensive week instructor training, fee structures, membership structures, code of ethics, talks, workshops and courses. In each year of our existence we have chosen one or two areas to develop, attending at the same time to ongoing priorities. All of this is a tribute to the teamwork and remarkable generosity that has characterized the committee members.

An important development here was the growth of the regional branch system. Small groups of certified people had been meeting with increasing regularity around the country and the clustering of these first sessions in Dublin, Cork, and Waterford led to the first three branches in these key cities. There was a big boost to further growth when the members at their Annual General Meeting voted that IRTI membership should require a minimum of ten hours professional development per year. With this in mind, branches in Dublin, Cork, Waterford and Galway aimed to have at least five two-hour meetings per year.

There were several advantages to having this branch structure: members keep in contact with RT/CT colleagues in their localities, professional development is ongoing, referral lists can be provided on a local basis, and, after the International Convention of 1994, our own annual national convention would be hosted by each region in turn. The national executive acted as a central coordinating body, mainly for courses since the branches practically ran themselves.

## **Main Events**

One big event in the history of RT/CT in Ireland was the International Convention of 1994. We had colleagues and their families from the USA, Canada, Iceland, Japan, Korea, Slovenia, Croatia, Scandinavia, Australia, England, Spain, and many other parts of the globe. As the first RT Convention outside of North America, this was a very special event and, as far as we know, it was the biggest International convention ever. We were honored to have Mary Robinson, President of Ireland, address us.

Dr Glasser and his wife Carleen were to visit us several times since then, normally to coincide with one of our own national conferences. In 1995, Dr. Glasser addressed our conference in Waterford and, when one of our members expressed difficulty in using the term *Control Theory*, Dr. Glasser immediately decided to change it. In fact, the very next day in a recording he said he would now call his theory of human behavior and motivation *Choice Theory*. He later announced the official "birth" of Choice Theory in Brisbane, but we pride ourselves on being there at its conception.

The interest in our courses has always been predominantly an interest in Reality Therapy. As the ideas spread, people were keen to learn about the Quality School. The numbers taking courses had been small at first but, as soon as we had our own Irish instructors in 1990, the number of people doing basic training weeks rose to around 150 per year increasing gradually to 275 in 1997.

Our experience would suggest that the development of Reality Therapy in a country is helped greatly by being introduced into a strong organization that has a definite need for practical counseling skills and also has ready-made structures and skills to organize training. Then the development of a strong base of local faculty is vital. Eventually a ratio of at least two supervisors for every instructor will be the minimum to ensure a steady growth rate.

## **Changes and New Directions**

Our numbers began to decrease from 1997 onwards and there have been several factors that might explain this. Firstly, several of our faculty members took time off to complete further degrees. Around the same time, the introduction of a new training program for faculty hit us quite badly and seriously limited our ability to "grow" new faculty. The need to have two faculty training our new recruits proved to be a serious drawback due to the extra logistics and expenses involved. However, we continued with about 160 entering basic training week each year. Even when the Republic was hit by its own economic crisis around 2008, it did not dent our numbers significantly at first.

Then, in 2012, we had a serious glitch, one that happened totally by accident. Our national executive board changed completely in one fell swoop. This big change meant that the very enthusiastic new board did not have the continuity of experience that we needed. This, combining with the increasing effects of the financial crisis, eventually led to a significant drop in numbers taking our courses. People no longer had the extra money for taking courses and neither did they have time. At most levels of Irish life the stress of the crisis was showing.

There were other factors reducing our numbers. One of the influences of the European Union in Irish life has been an increasing focus on accreditation. Therapies that were offering some form of accreditation were attracting more people than we could. There was

also an increasing demand for research, and we had not been good at promoting the research that does in fact exist.

Meanwhile, on mainland Europe our colleagues in the European Association for Reality Therapy (an association of member organizations from different parts of Europe) had made wonderful progress in having Reality Therapy recognized as an official psychotherapy within Europe. With additional training on top of the existing Certification process, people could aspire to the European Certificate in Psychotherapy. Sadly, this wonderful advance reached Ireland at a time when the financial crisis was at its strongest.

One big effect of the decreasing numbers was that we no longer could afford to pay someone to do most of our administration. This was indeed a very big loss, and it meant that the work needed to be shared out among the National Executive members. This has been quite a learning curve as Jean, our part-time worker, had been doing a wonderful job.

Our Irish organization, now the William Glasser Institute Ireland, carries on and has engaged in a new process or revitalization. We have introduced the *Take Charge of Your Life* course, and this has been very well received. With a growing emphasis on personal well-being, the Choice Theory approach is attracting interest. One of our publications, "In the Driving Seat", an introduction to Choice Theory for young people, has become popular.

At the time of writing, 4,551 people have taken a Basic Training Week, 1,222 have completed Advanced Training, and 958 have finished Reality Therapy/Choice Theory Certification. Among our trainees we have had Australian, Austrian, Brazilian, Canadian, Danish, French, Irish, Italian, Kuwaiti, Nigerian, Norwegian, Scottish, Spanish, Tanzanian, Turkish, USA and Zambian participants.

Initially it was mainly Irish Guidance Counsellors who trained in Reality Therapy in Ireland, but we have seen a wide variety of careers represented in the courses: social workers, probation officers, secretaries, teachers, nurses, housewives, nuns, priests, doctors, principals and others. We also have one Glasser Quality School, Trim Youthreach in Co. Meath.

The William Glasser Institute Ireland in the last few years has relied on the dedication of a small group of volunteers that make up the National Executive. They have been quickly assembling new skill sets to manage WGII and are putting plans in place to attract new trainees and new members. We are also very aware that we need to adapt our courses to the changing demands of the present time. Part of this is the need to address different interest groups with courses and faculty geared to their specific requirements. We can see groups interested in professional counselling/psychotherapy, others seeking general counselling skills, teachers wanting quality school training, and a general public interest in personal well-being. A "one-size-fits-all" approach is no longer advisable.

As we adapt to these new needs we are encouraged by our achievements so far. One in every 1,400 people on the island of Ireland have done a Basic Week in RT/CT. With a similar growth compared to the population in the USA, for example, it would mean 2.25 million people trained. Our challenge now is to reach out to the other 1,399 in every 1,400 Irish people, a challenge we are taking very seriously.

Our next big event is our national conference due to be held in October, and everyone is welcome. For information about the conference and other WGII activities, please visit our website, [wgii.ie](http://wgii.ie)

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## Brief Biography

Brian Lennon was a founding member of the William Glasser Institute Ireland and of William Glasser International. He is a retired guidance counsellor and psychologist and is a senior faculty member of WGI. He is a keen sailor, and lives near Dublin in Ireland with his wife, Laura



**The first Irish Basic Intensive Week Trainee Group in Ireland, 1985.** Bill had given a day seminar and offered a week to anyone who was interested. Eleven people signed on. Sean O'Dwyer, an Irishman living in Cincinnati, had the idea to bring Dr. Glasser to Ireland.



**Dr. Glasser with President Mary Robinson, President of Ireland, and members of the conference committee, at the launch of the first International Conference ever to be held outside of North America, 1994.**

Back row left to right: Michael Crossan, Stephen Dollard, Suzy Hallock Bannigan, Teresa Hogle, Jimmie Woods, Evelyn Cooper, Eileen Hearne, Arthur Dunne, Ruby Morrow, Marcella Finnerty, Sr. Claire Sweeney. Front Row left to right: Sean O'Dwyer, Brian Lennon, President Mary Robinson, Dr. William Glasser, Carmel Solon.

## **REMINISCENCES OF REPRESENTING DR. GLASSER'S WORK IN THE REPUBLIC OF IRELAND: *Slainte!***

Suzy Hallock Bannigan

### **Abstract**

The author shares the personal and professional transformation she experienced while teaching Reality Therapy and Choice Theory in Ireland. The learning was reciprocal and ultimately resulted in the author's awareness of her own Irish heritage.

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The phone rang. I was at home in South Pomfret, Vermont and just answered with the usual "Hello."

"This is Bill Glasser. I am giving you a call because I want you to teach for me in Ireland."

I say, "Isn't that where they are killing each other? I love you a lot, but I am not willing to die for you."

He says, "They aren't doing that where I am sending you. I'll give you a safe pass."

I had no idea how that call would change my life or be the spark that would drive my return to the Republic of Ireland year after year---literally once or twice a year from 1987 until Retirement in 2010 (with one exception---the summer I went to Russia!), and even after that, a keynote speech in Athlone in 2012 (on "Courage" about which I knew practically nothing but believed it was worth the exploration). Bill had taught a Basic Intensive Training Week in Dublin in 1986, thought he had a lively and bright bunch there, and wanted me to teach their Advanced Training Week in the summer of 1987. I thought about it for days. The news wasn't so good as the "Troubles" still plagued the country, a rogue had robbed a great English house and a jeweler on Henry Street: the stash was hidden in the Wicklow Mountains. Unemployment was desperate. My kids were teenagers: could I really be away, so far away as Ireland?

A bit after that telephone call, an Air Mail letter arrived from Ireland. It was written on that blue tissue paper we all used then to save weight and money on postage. It was from a fella named Arthur Dunne and he was writing to issue a formal invitation to teach the Advanced Week and to ask about accommodation preferences. When I arrived at the Dublin Airport (then a small and friendly operation), Arthur met me in person and drove me (and all my luggage because, of course, I had to bring not only my clothes but all the materials I would need to teach the Week). He dropped me off at the Skylon Hotel on Drumcondra Road. It was so early in the morning---all the flights to Ireland from Boston then were overnight flights and we had to pass Customs in Shannon when it was barely light outside. Much later I heard that the bartender there invented Irish Coffee for American tourists. Why---we might ask---would a bartender be working at the crack of dawn?

Only years later did I realize what a sacrifice Arthur was making in sponsoring the course. He had driven to the airport all the way from his home in Drogheda (a town once completely devastated by the notorious Oliver Cromwell, my students were eager to teach me). Arthur had delivered me to the hotel next door to the facility where I would teach, and then returned to Drogheda. Of course, in that pre-breakfast hour, my room wasn't ready, so I left my luggage with the porter and went out for a walk. In twenty minutes, I passed 17 pubs. I began to think Irish students might want to discuss addiction assessments and interventions. As I was cutting across back gardens, I happened on a lady sunbathing in a

slip. I was the "ugly American," I thought, interrupting her enjoyment of sunshine which I soon learned was a special treasure not to be missed: it was a rainy summer that year. I apologized profusely and she looked at me and said she was just about to go in for a cuppa tea and wouldn't I like one too? Yes, I would like that. We went into a room with about 20 sisters of some order I never learned and they had a sumptuous breakfast which they shared with me, almost as if I were a prodigal daughter returning to her homeland. I would not know for another decade that they seemed to know something that turned out to be true before I knew.

The week stunned me. I had a collection of about a dozen people. They were welcoming with a sort of warmth and engaging attitude I think to this day is extraordinary. In that week I met Brian Lennon and Carmel Solon, both of whom were later to become the greatest testimonials to Bill Glasser's work. They lived it, were models of it, could teach it to others---with grace and humor and an unselfish energy. When I left at the end of the time in Dublin, I had 5 valises. The pretty lady in an Aer Lingus uniform who checked me in at the airport noted all my luggage and brightly smiled at me: "And how many are travellin' with ye, Miss Hallock?" she says to me. "Oh, I am travelling alone," I respond. And then she says, "and I see ye're takin' a fair amount of the country home with ye!!!!"

### **Mutual Learning Experiences**

I did take a fair bit of the country home with me. I taught my students Glasserian psychology and they taught me about Irish history---about ancient invasions, about the Celts and the clans and the Flight of the Earls. I learned about the penal codes, about the Great Hunger and the wrenching devastation of the Irish people and the masses of emigration. I learned there was a subtle reverence for the United States where so many Irish people had gone to seek land they could own rather than rent, land which would never again be taken from them. There was an old saw that claimed the Irish came to America thinking the streets were paved with gold and not only was there no gold, it was the Irish who had to pave them. BUT at least there was paid work rather than servitude which felt like slavery. 1820 was first year that America kept a record of entry by nationality: 3,614 Irish came stateside; between 1820 and 1860 another million Irish came to the States despite the xenophobia which was emerging and later developed into the NINA scandal ("no Irish need apply"). In 1841 Ireland there were about 8 million people and 75% of them were tenant farmers or day laborers. Catholic Emancipation happened with the elimination of the hateful penal laws; Daniel O'Connell was a hero of that time and his portrait was on Irish paper money, along with other great Irish folks: James Joyce and even, Granuaille (Grace O'Malley of Clew Bay, great Irish sea pirate, a feminist Robin Hood-ess) on the one pound bill. The harp, an emblem of Musical Ireland, was on the coin; there was a horse rivaling Bucephalis on the 20 pence coin you put into the phone boxes then. I had fallen in love with Ireland, so when the invitation came to return the following summer for a Certification Week, I was, as they say, over the moon. And that time, I was no longer a stranger.

I was accustomed to the stages of group development (forming, storming and norming, performing, and adjourning) and I had taught many stateside weeks in which new alliances and friendships were formed; yet, there was something a little uncanny which felt different in Ireland. I got a real sense of clannishness----in all sorts of good ways. It seemed like the Irish students could have their tensions, but they had each other's backs, so to speak. One year though there was a rivalry with some folks from Waterford which I didn't discover until Thursday of the week and it was a phenomenon I had not experienced before. I still had a lot to learn. Early in the development of Glasser approaches to counseling and psychotherapy, more exceptional students became peers: Arthur himself, Jimmie Woods, Ken Lyons.

## **Growing Interest and the 1994 International Convention**

The numbers were growing and I invited a stateside colleague to come and help me teach the weeks:

Richard ("Dick") Pulk joined me for small group work and eventually for the larger lecture work. Sister Claire Sweeney appeared in our classes with a voice so soothing it was like music from Donegal. My spouse, Robert O'Donnell, came so we could vacation in the country after work. Carmel Solon met him at the airport and told him he was welcome to Ireland with his being the son of a High King of Ireland. The numbers swelled and the Glassers along with Linda Harshman decided Ireland would be the site of the 1994 International Convention. By then the work had moved to the campus of University College Dublin and we accessed the Montrose Hotel. Ken Lyons picked up the Glassers at the airport and delivered them to the suite at the Montrose. Bill told me he had never laughed so hard in all his life; he thought he had bruised himself laughing so much with Ken in the car. The incomparable President of Ireland, Mary Robinson, opened our Convention the same year she became the patron of the Famine Museum. The goal of the Museum is twofold: it empowers Irish people and others to understand the enormity of the tragedy which devastated the country, and it also challenges all of us to contemplate actions to address issues of global hunger and disease. President Robinson was encouraging of our group who were, in the words of our mentor, dedicated to helping people gain strength. President Robinson had an abiding interest in the plight of dispossessed peoples everywhere; she visited Somalia. We were all deeply honored to have her open our Convention in Dublin.

Our graduates were infiltrating Irish institutions: schools, psychiatric hospitals, treatment and rehabilitation facilities, corrections, and business. Marcella Finnerty enhanced our professionalism immeasurably when she studied at the Deming Institute and brought back (among other activities) The Red Bead Exercise for us. Ireland is a small country: had we met the need?

## **A Country Rich in History**

Bob and I toured the country with Carmel and Paddy Solon. We stopped at the site of an O'Neill Battle and I said to Paddy, "Oh, now Paddy, that is just the ticket. Please always stop wherever there is great history like that," and he said to me, "No, Suzy, if we stopped in Ireland every time we were near an historic site, we would never get anywhere." They took us to Innisfree and Sligo, Yeats Country. Carmel walked out on a pier and recited from memory "the Lake Isle of Innisfree." We still speak of this tender time for us in a country our ancestors left....for one reason or another.

In the mid-90's my mother gave me a copy of my paternal great grandfather's Obituary. Fostered by the Hallocks, he had been born a Bannigan in Paw Paw, Illinois. I was riveted as I read his story: was this why I felt such a connection? I had been Irish all along? I took the name to probate court and appended it to mine. My students continued to educate me. They took me to Kilmainham Goal where Joseph Plunkett married his sweetheart Grace the night before he was executed for his role in the 1916 Easter Rising in Dublin. I went to the graves of the Patriots and crumpled there, in tears.

Ireland had become my country. I was fully invested in the work for the Glasser Institute: as Bill educated us stateside, I tried to take his current information to Ireland: when he read and praised *Mad in America* (Whitaker, 2002), so did the Irish instructors and Practicum supervisors. Brian Lennon asked us to develop a Glasserian Code of Ethics: we did (together).

I continued to develop keynotes and professional training as requested by the Irish Institute: *Sex is No Secret* in Waterford in 1995 in response to the scandals in the Church. Sexuality had not been discussed much in the counseling context among these professionals, I learned (they told me the Irish Sex Manual was a blank book and I thought it was a joke, and then I saw it at Eason's Bookstore on O'Connell street!). In response to gender variation, we held a workshop in Cork based on Jennifer Finney Boylan's *She's Not There; A Life in Two Genders* (2003). Jenny, in her first incarnation as James, was a Colby College faculty member who participated in a faculty exchange program with University College Cork. As James, he would weep (and drink) as he listened to songs of emigration. He said that they were all metaphors for gender change: you leave something, a place you know, bound on a journey for a new place with some fear and high expectations.

Joan Meade was "our woman in Cork," and she carried the torch for this counseling for personal responsibility, choice making, Quality Worlds and Total Behavior. Jimmie Woods did a brilliant role play during a teaching week we later called "slow dancing," about an Irish fella who wanted to marry and have a family but who was most likely a gay guy who could not reveal his fears and reality. In Tralee, Hilary Scanlan managed a convention in which all Irish faculty led role play and discussion groups around the role plays published in *Control Theory in the Practice of Reality Therapy* (Glasser, N., 1989). The "George" case was paramount. And, later, when Bill and Carleen authored *Staying Together* (Glasser, 1995), I utilized a Seamus Heaney poem called "Scaffolding" (1966) about a couple who have made a shared commitment and built strength into the fabric of their married life. As the class discussed the book and poem, Sister Claire thought I should also read Brendan Kennelly's poem "Nails" (1983) about a disaster in which children are killed. I wondered who in Ireland had a comprehensive library at home as it was late at night and I had no computer there then, so I called erudite Brian Lennon who said, "Oh sure, I will fax those two poems to you." At about 4 AM, I heard some papers being shoved under my door, but the next morning only "Scaffolding" was there. Later, I learned that the Garda had appeared at 2 in the morning at Brian's house in Skerries and asked him what was he doing sending an American tourist a poem about a bombing!! Sadly, Bob and I had driven through Omagh the day before a bomb went off there; we stayed with Ken and Irene Lyons that night and all of us were numb with grief. We were, by this time, with friends who felt like family.

### **An Irish Blessing**

For the first time since retirement, Bob and I returned to Ireland this past September, 2016. I was flooded with these memories. I remembered the year Bill asked those of us he had named liaisons in other countries to give short presentations to talk about our work there. I wrote a brief Irish blessing on the flip chart:

Health and long life to you

Land without rent to you

A child every year to you

And may you die in Ireland

Peers and colleagues were well able to analyze this blessing in terms of the country which also says, "May the roof above you never fall in, and those beneath it, never fall out." It's a country which welcomed conflict resolution and Choice Theory with determination and resolve.

This past September, as I sat in Arthur Dunne's living room, I remembered the first time I sat there. It was at the end of that first intensive advanced week. I had worked 9 to 5 (which is really about 8 to 10), it was cold and rainy, and I felt weary but fine. Arthur,

liberated even then, told me he would join Katherine in the preparation of the dinner, and he handed me a hot whiskey. I thought it was nectar from the gods. Much later, I asked for his recipe and he sent it on that blue crinkly air post paper.

Now you can get that recipe online. I think about how times are changing, but how what Bill taught us and what I learned in Ireland will abide with me forever.

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## **Brief Biography**

Suzy was chosen by Dr. Glasser to serve as Liaison to the Republic of Ireland where she taught every year but one between 1987 and 2010 when she retired. She also was the Director of Counseling Services at Woodstock Union High School in Woodstock, Vermont where she was named Vermont Counselor of the Year. Suzy earned her Bachelor's degree from Mount Holyoke College in South Hadley, Massachusetts, her Master's from Lesley College in Cambridge, and a Certificate of Advanced Graduate Studies (in Counseling Psychology) from the University of Vermont. She had a private practice from 1978 until 2010 when she retired from active practice. In addition to her dedication to Ireland, Suzy taught Basic, Advanced, and Certification Weeks stateside. She still provides supervision and consultation.



**Enjoying the 2004 International Conference in Chicago, USA**

Front row, center and right: Hilary Scanlan; Eileen Hearne  
Back row, left to right: Margaret Carew, Marcella Finnerty, Ken Lyons

# **WUBBOLDING 'LIFT OFFS,' GLASSER 'LANDINGS,' and OTHER PEOPLE and HIGHLIGHTS on the JOURNEY of CHOICE THEORY/REALITY THERAPY & LEAD MANAGEMENT in the UNITED KINGDOM**

John Brickell, D.C.

## **Abstract**

The intention of this article is to shine a light on some of the people and key events that have occurred on the journey of CT/RT & LM in the UK; the development of which feels like it's still going on, by the way. Of the many influential people, from both the UK and overseas, there is none more so than Dr. Bob Wubbolding, who with his energy, generosity, and brilliance as a teacher and practitioner, really provided the 'lift off' needed for these ideas and skills to get significantly underway in the UK. In addition to that, it is important to highlight several significant 'landings' (visits) by Bill and Carleen Glasser and to mention the unique opportunities these 'landings' provided to learn some very useful ideas and insights, from Dr. Glasser himself. These included such ideas and insights as the importance of focusing on conscious choice versus unconscious and involuntary behaviour; mental illness; the place of meaning and purpose; and even of spirituality.

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## **First Introduction**

The first significant introduction into the United Kingdom (UK) of Reality Therapy (RT) and Control Theory (as it was then), was orchestrated by Dr. Robert Lefever, a friend and admirer of Dr. Glasser, who owned the Promis Addictions Recovery Centre, in Kent, as well as a medical practice in London. In July 1990, Dr. Lefever arranged for Dr. Glasser to present two consecutive evening lectures in The Great Hall at St. Bartholomews Hospital, in London. This would be the very first 'Glasser landing,' as I would like to call it.

## **First 'Glasser Landing,' July 1990**

Now, it so happened, and quite by coincidence – if there is such a thing – I had begun getting interested in Reality Therapy just a couple of months prior to this, after reading a book that a friend had given to me, called *Using Reality Therapy* (1988), written by a Dr. Robert Wubbolding. So, when I came across an advertisement, soon thereafter, about these Glasser lectures, I thought it was an opportunity too good to miss. And how right I was!

Both of these Glasser lectures were held on very hot and sultry July evenings (yes, it can get hot and sultry in England) and Lefever had done extremely well in managing to attract some 60 or 70 people to The Great Hall. The topic for this first lecture was "Reality Therapy and Control Theory" and I clearly remember that placed on every seat in the hall was a copy of Dr. Glasser's colorful chart titled *Control Theory – How and Why We Behave*. Having never seen this before, you can imagine how intrigued everyone was by this amazingly colorful diagram and wondered what it was all about. We didn't have to wait too long. Dr. Lefever welcomed Dr. Glasser onto the stage. After Dr. Glasser had settled himself onto the bar stool provided (and despite there being no air conditioning



in that humid hall), Dr. Glasser coolly and clearly went about explaining what Control Theory was and how it related to the practice of Reality Therapy. Within those two hours of his lecture, he had not only made it clear and simple what Control Theory, and the colorful chart, were all about, but also enhanced the impact with a couple of very impressive demonstrations. And so, on that hot and sultry evening, Dr. Glasser had coolly delivered a truly entertaining and effective introduction to Reality Therapy and Control Theory (RT/CT). I, for one, was completely hooked.

### **First Basic Week – March 1991 and a Wubbolding Connection**

After the Glasser lectures there was interest in further training by myself and others. Obviously, at that time, there were no RT/CT faculty in the UK and although there was a great deal of training going on in Ireland, I personally found it difficult to coordinate the Irish training dates with my own availability. Added to this, Robert Lefever was fully stretched with commitments related to his own business practice and so wasn't able to organize any follow-up training until March 1991, when he arranged for Brian Lennon to come over from Ireland to teach the first ever Reality Therapy Basic Week. So, big congratulations to Brian Lennon, and also to Dr. Lefever, for enabling this first Basic Training Week to happen.

For my own part, I was not able to participate in this first UK Basic Week, as the dates simply did not sync with my own schedule and commitments. Due to this, I arranged instead to go to Cincinnati, Ohio, in February 1991, and participate in Dr. Bob Wubbolding's Intensive Week training program, where my group instructor was Sarah Elliston. This, for me, was not only a brilliant learning experience and a lot of fun, but indeed, an adventure. And, even though initially my intention was just to participate in the 4 days Basic training and no more, I was so impressed with the quality of the training, the life-changing potential of the ideas, plus the knowledge, skill and engaging personality of Bob Wubbolding, I was even more hooked than before! Indeed, after managing to persuade Bob to act as my mentor-from-afar, for the Basic Practicum, I went back to Cincinnati the following July where I did the Advanced Training Week, this time with the world's best story teller, Dr. Bob Cockrum, as my Advanced instructor. Another brilliant experience.

The training experience in Cincinnati also enabled me to get to know Bob and Sandie Wubbolding even better and, I'm delighted to say, forged the beginnings of a long-lasting friendship. I stayed as a guest in their house, and enjoyed their wonderful generosity and hospitality, as well as learn even more about Control Theory and the practice of Reality Therapy, especially from Bob, who I have come to regard as a master practitioner and a true scholar in the field of counseling psychology. Furthermore, I'm honored to say that despite our being very different people and having very different views about many things, we remain the very best of friends and, I'd say, a perfect example of those 7 connecting habits that Glasser (1998) has described.

### **First Wubbolding 'Lift-off'**

After returning from the Cincinnati Advanced training, Robert Lefever asked me if I would be willing to take the lead in trying to introduce and develop Reality Therapy in the UK, due to his ever-increasing commitments to his Promis Recovery Centre and his medical practice in London. He encouraged me further by saying he'd verified this with Dr. Glasser, and sure enough, a week later I received a very supportive letter from Dr. Glasser, encouraging me to "give it a go."

And so, "give it a go" is what I decided to do, and straight away contacted Bob Wubbolding, asking for his help. To my delight, he said he would come over in the autumn if I could get some training organized. So I put the time I had available into trying to arrange some workshops and introductory talks for Bob's visit in the autumn. Little did I realize what a challenge this would be when it seemed that almost nobody had heard of Reality Therapy, let alone Control Theory! Nevertheless I "gave it a go." but by the time Bob arrived in October (1991) I had managed to organize just a handful of short, introductory workshops, located in different parts of the country, plus a two-hour workshop session at the British Association for Counselling's (BAC) conference program.

Despite the energy and commitment I'd put into trying to organize some significant trainings with, hopefully, some huge audiences, it all seemed so very meagre, with the exception of the BAC conference slot. And, with Dr. Bob coming all the way from across the Atlantic, I was feeling both embarrassed and apologetic; thinking that I'd really let him down. But I needn't have worried. Dr. Bob took this all in his stride, assuring me such low participant numbers was "par for the course," in these early days. He added that he saw the whole thing as an "adventure" and really liked the idea of being a "pioneer" in the "old country," as he put it.

Indeed, Bob's visit turned out to be a significant "lift-off" for the awareness raising of CT/RT in the UK, and a huge learning curve for me. In each of the 4 half-day workshops I'd arranged – a couple of which only had 6 or 7 participants – Bob generated as much energy, commitment, and skill as if there was 60 or 70! And, I'll never forget him saying, several times over, that if there were only 6 participants, *"if we did a good job, each of those 6 people would tell at least 10 other people, and so we'd then have at least 60 people who knew something positive about CT/RT than if we hadn't have done a good job or hadn't shown up."* He proved to be absolutely right!

Not only did he do an excellent job on those four half-day workshops, he also turned out to be an absolute star at the BAC conference. As well as making a very positive impact in the two-hour break-out workshop that was already scheduled, he also volunteered to give an hour-long demonstration of "Reality Therapy in action" on two separate evenings. On both of these occasions, the room was totally packed (with standing room only quickly established) and with delegates eager to see such an exciting new counseling demonstration, by this guy from the USA, and find out what this Reality Therapy was all about. Bob completely wowed them! He gave a master class in counseling on both evenings; charmed the room with his American accent, and provided a highly effective advertisement for Reality Therapy. It was just the "lift-off" we needed!

### **Further "Lift-offs" and Development**

Bob Wubbolding became our UK liaison person and continued to come over and teach for the next fifteen years or so. Of particular significance, in the following year, 1992, he took a sabbatical from Xavier University, in Cincinnati, and both he and Sandie spent from August to November, based in St. Albans, Hertfordshire (some 35 miles north of London). This was a very memorable and fun time, not just for Bob and Sandie but also for myself, my wife Margaret, and our, then, young daughters Maura and Kate – to whom Bob and Sandie became like an uncle and aunt.

This period also further established the foundations for developing CT/RT in the UK, with Bob, now with my teaching support, doing more open/public introductory trainings and one

day workshops. These were for various organizations, mostly in the fields of addictions, education, criminal justice, and youth development. More people were being drawn to the trainings and we got the certification program up and running by staging a Basic Week in November of 1992, shortly before Bob and Sandie returned home. Participating in that training were such people as Jes East, Bill Mallion, Neil Davies, Maggie Snyder, Roy Bailey, Helena Boyle, Ronald Threadgall and Andrew Hatten, all of whom stayed with the training through to Certification and many of whom continued on to become faculty and/or stalwarts over the next 10 to 20 years.

So, this was most certainly a "lift-off" time. We soon established a Reality Therapy Association and did our best to spread the word and establish CT/RT as a credible method, as best we could. Because people were busy with their own careers, professions, and families, this effort could only be gradual at best. Nevertheless, the progress was continual, and for most of the time, it felt like a very worthwhile adventure to us all. Bob Wubbolding encouraged us to invite other faculty from overseas and over the next several years such people as Bob Cockrum, Bill Abbott, and Pat Robey came from the US, Lynn Sumida from Canada, and Joan Meade, Eileen Hearne, Brian Lennon and Arthur Dunne from Ireland, all came and certainly made their mark.

Additionally, I would like to make special mention here to Linda Harshman, Executive Director of the William Glasser Institute who, for so many years, who was a paragon of support and encouragement, particularly in those early development years. She so obviously realized the importance of flexibility and trust for such an emerging CT/RT country that we were, and we thank her also for her valuable advice and guidance on so many occasions.

Amidst, this gradual development, there were also some highly memorable "landings" from Dr. Bill Glasser, the next one being in September 1996.

### **Second Glasser "Landing," September 1996**

As I remember it, Bill and Carleen were having a short stay in London, with plans – as was usual – to go to as many theatres and shows as possible in the time available. And it seemed the only day available for us to host Dr. Glasser for any kind of talk or seminar (which we were, of course, very keen to do) was on their day of arrival.

In preparation for this, we had decided upon an afternoon talk, (this time located at St. Thomas' Hospital in central London) entitled Reality Therapy and Recovery. We had advertised it extensively within the addictions professions and in several journals, where CT/RT already had a respectable reputation. In the months leading up to this, I had liaised with the Glasser Institute office in California regarding the arrangements and, of course, the topic of the talk. So everything seemed good and the plan was that we would collect Bill and Carleen from Heathrow Airport at 9.30am, drive them to their hotel where they could shower and change, in a nice relaxed fashion, and drive them to the venue, where we'd all have lunch in a comfortable amount of time, before the start of the talk which was scheduled for 2.00pm.

However, for whatever reason, Bill and Carleen's flight was delayed by some 3 hours, which meant the driver needed to take them, through the busy London traffic, direct to the St. Thomas' Hospital venue. This meant that the chances of them being late for the 2.00pm start were extremely high. Well, as you can imagine, there was plenty of tension for us all back at the venue as we began seating the attendees (due to be some 200 in number) and

continuing to hope and pray that Bill and Carleen would arrive before that 2.00pm start time.

Then, finally, with about 15 minutes to go, Bill and Carleen arrived into the lecture hall, both looking clammy and tired from the long flight and the hassle through the London traffic. Added to that, they hadn't had time to change, of course. There was Bill, bedecked in a bright yellow, flowery, Hawaiian shirt, and white trousers (or "slacks" as some people called them then). He looked fine to me, but just different from what most people had expected. Anyway, there was a small washroom to one side, about 20 metres from the main stage, so Bill and Carleen went in there to briefly freshen-up. As the clock ticked closer to 2.00pm and the audience was all seated, I went to collect Bill from the washroom and escort him to the stage. As we were on our way to the stage, Bill turned to me and said "*Now what's the topic of this talk?*" What's the topic!!!?? How could he not know the topic when I'd done all that liaising with the Institute's office?! So, I said to him "*It's about addictions and recovery,*" and he just said "*okay.*" And, with that, he walked onto the main stage, sat down on the bar stool positioned there, picked up the mic, briefly introduced himself, and went straight into talking about the relevance of CT/RT in addictions and recovery! And then, about 15 minutes later he was doing his first role play demonstration, while I still stood there, to the side of the stage, with my mouth agape, in awe of how this had all come together. By 4.00pm, he finished the talk and departed to a standing ovation. Job done.

### **Other Highlights and Pioneers**

From the earliest days of starting the Certification training program and, thereafter, the faculty training, I have maintained a real sense of good fortune and appreciation with regards to the quality of the people, both personally and professionally, who have been attracted to the training. And, although I could be accused of being called biased, I'd say that the quality and professional experience of the people we have had as members of faculty have just been outstanding.

For instance, three people who became faculty around the late 1990s and early 2000s were Jes East, Mal Marshall and Adrian Gorman. All three of them, albeit at different times, had experienced training in Control Theory and Reality Therapy when participating, as trainee counselors, on the Eckerd Wilderness Education Program in Florida. They all had first-hand experience of the effectiveness of using CT/RT with the youth who were participating in these six week residential camps, and so when they discovered that the Certification training was available in the UK, they were, of course, immediately attracted to it. All three of them progressed to becoming Basic Instructors and have done excellent work in teaching the ideas in our own trainings, as well as having significant influence in implementing CT/RT within their own organizations, here in the UK. Another person, working in the same field, in the UK, is Ruth Bradbrook, who, as well as being an excellent practitioner in her own right, was instrumental (along with Mal Marshall) in facilitating, over many years, the CT/RT ideas and approach to working with young people, throughout the 'Fairbridge' organization that they both worked for. All of them are high caliber people and professionals, in their own right.

In the field of addictions treatment, Alex Russell and Steve Amos made significant CT/RT contributions and provided a very positive influence on various recovery programs in Scotland.

Other faculty who have done tremendous work in education include Neil Davies, Geraldine Rowe, Carol Way and Moira Oliver. Despite the reluctance, and sometimes resistance, within education circles, over time, to be open to Glasser's Quality School ideas, Neil, Geraldine, Carol and Moira have all been instrumental, in various ways, in persuading teachers, educational psychologists and other educators, to integrate many of the Quality School and CT/RT ideas into their practice. This has been particularly effective in the areas of emotional and behavioral self-management, and school based counseling. These four people are truly people who continue to make a positive difference.

### **Institute for Reality Therapy United Kingdom (IRT UK)**

The impact of the IRT UK in the growth and development of Choice Theory and Reality Therapy in the UK is something that needs special mention.

Although a Reality Therapy Association was formed in the mid-1990s, it was very much an association that completely relied on the good nature and time available of the people who volunteered to work for it. Despite such goodwill and initial intention, most of us who served on it simply couldn't dedicate the time and resources necessary to make it an organization that could effectively promote and help develop CT/RT in the UK as much as we would have liked. Indeed, by 2002 it was floundering in the way that so many such associations do, and finally folded the following year.

Despite this situation, CT/RT itself was steadily growing and becoming increasingly popular, mostly due to the influence of our faculty team, one of whom was Adrian Gorman. It was Adrian, who, together with Jes East and myself, instigated the start of the IRT UK, early in 2004, with the intention of it becoming far more efficient, streamlined and professional, in both its appearance and operation. That is exactly what happened, and the person who should take the vast majority of the credit for this is, without a shadow of a doubt, Adrian Gorman. Yes, indeed. Adrian was something of an expert when it came to computers, 'digital intelligence', and administrative systems in general. In a very short space of time we had a brilliant website up and running. In time, Adrian systematized and professionalized virtually all the important administrative business relating to training, promotion and memberships.

Without a doubt, Adrian enabled us to be far more efficient and to look far more professional as an organization. The time he devoted to doing this was, most certainly, enormous. Because he was self-employed, he was able to devote and manage his time with more flexibility than would have otherwise been the case if he had he been in full time employment. Nevertheless, his dedication and application was truly outstanding, and I believe we owe him a huge thank you for making this possible.

Sadly, the IRT UK as an organization, was terminated in January 2015 when Adrian stood down as the executive administrator. But more about this later.

### **Third Glasser "Landing," May 2002**

The third visit by Dr. Bill and Carleen Glasser was most certainly a memorable one, and for me at least, was a very significant visit with regard to my on-going understanding and teaching of CT/RT.

We had organized two events, the first of which was an afternoon talk/seminar to be given at the 'Priory Hospital Roehampton - London', renowned most for being a mental health

facility (or hospital) for the rich and famous, and, in particular, for the treatment of addictions. For a couple of years before this event, I had delivered several CT/RT workshops for their addictions counseling staff, and so this connection helped with being able to arrange this particular event.

On the day, Dr. Glasser arrived about 20 minutes prior to the start time, and I reminded him that the majority of delegates would be psychiatrists and clinical psychologists, as well as addictions counsellors, employed by the Priory Group, who owned the Roehampton Hospital, plus about 20 others around the country. He took in this information and remained looking as cool as ever, though perhaps a little more focused than I'd seen him at previous events. Obviously, the potential of challenging comments and questions would be heightened with an audience of this ilk. My own anticipation of this was bubbling.

### **The Mental Illness Question**

The talk got underway and Dr. Glasser spoke interchangeably about Choice Theory and the practice of Reality Therapy, with a strong emphasis on the importance of need-satisfying relationships for the maintenance of mental health and wellbeing. And, when asked the question of whether or not he believed in "mental illness," he very reasonably explained that he had *his own definition* of mental illness. That definition was if it could be proven that there was a lesion or pathology in the brain, and not just a chemical change it met with his understanding and definition of a mental illness. Everything else, *in his view* (he emphasized), was mental/emotional distress – of varying degrees – that was caused, or exacerbated, by poor relationships, which was a detriment to *mental health*. Further, he stated that his belief was that the main focus of the psychology and psychiatric professions should be on *enhancing mental health*, and that, indeed, was the focus of Choice Theory and Reality Therapy.

Glasser's response to the mental illness question was a big learning piece for me and a master class example of how to avoid using an external controlling attitude and language (which most people would have been expecting), yet still owning his own opinion and belief. Instead, his response was met with very little challenge or disagreement, and I can remember thinking how it all sounded so "reasonable." He wasn't trying to deny, or to argue, or convince them otherwise; he simply explained what *his definition* of mental illness was and that his emphasis was on what *he believed* was mental health.

### **The Unconscious Question**

Likewise, when another potentially awkward question was asked: "*do you not believe in the power of the unconscious mind?*" Glasser cogently explained that it was his experience and belief that when the focus was placed on helping clients to make *conscious choices* to improve their relationships and meet their needs more effectively in the present, those clients improved their mental health and wellbeing, and the need to seek or explore something else that would otherwise be referred to as unconscious or involuntary behavior, was, to his mind, unnecessary and possibly counterproductive.

Again, this answer was met with some heads of nodding approval or, at least, acceptance. He wasn't demonstrating denial of the "unconscious" nor trying to negate its possible value, he simply stated that his own focus, and the focus of CT/RT, was squarely on the client's *conscious behaviors* and *conscious choices*. And so, his attitude and language, once again, made it all seem non-aggressive, non-defensive, and totally reasonable.

This again, was a valuable learning experience, particularly in realizing the power of using the phrase "conscious choice," rather than just the word "choice." Somehow, it enhances the idea of self-awareness, self-efficacy, responsibility and inner control.

And, words, of course, can be very powerful. I've used this phrase ever since.

### **Meaning, Purpose, and Spirituality**

The second event of that May, 2002 "landing", came 5 days later and at another afternoon talk; this time at Regents College, in Regents Park, London. The title of the talk was *Choice Theory in the Practice of Reality Therapy*, and we drew some 60 participants.

The talk went very well as usual, and Dr. Glasser covered the main ideas of Choice Theory, with emphasis, again, on the importance of the relationship plus the destructive effects of external control. In addition, he also did a couple of short role plays to demonstrate this. Then at the end of his talk he asked the group if there were any questions. I asked him if he thought there was a place for *meaning and purpose* as a basic need. And then, before he had a chance to answer that, another person asked "*What about spirituality?*"

In answering the first question, Dr. Glasser said that "*when people are meeting their needs to a good level of satisfaction, they have meaning in their lives.*" He then went on to explain that a sense of meaning, and also purpose, comes mostly from satisfying the need for love and belonging and also power or self-worth. It also could possibly come from meeting the other three needs of freedom, fun, and survival. So, in other words, *meaning and purpose* was an outcome of need satisfaction. Very interesting.

Regarding *spirituality*, Glasser explained that when he was trying to establish the basic needs, back in the early 1980s, he gave long consideration to spirituality and religious belief as a basic need, but concluded that there was not enough hard evidence to do so. He then continued to say something that I thought was amazingly liberal and considerate, and I clearly remember that as he said it he was looking me right in the eyes. He said, that these were the 5 needs of Choice Theory that he believed were basic to all people. However, if we believed strongly that there were other needs, such as meaning and purpose or spirituality, then that's okay, we could simply add another need or two, but that we should make it very clear that these were not the 5 needs of Dr. Glasser's Choice Theory, they were possible needs that we had chosen to add on; and that would be fine.

I can clearly remember thinking then, as I still do today, how liberal, open minded, and trusting that statement was. He trusted that we (the faculty people who were there that day) would not betray the very generous gesture that he had just offered. Remarkable, really. I've told that story at almost every Basic Workshop that I've taught since.

### **European and International Conference, Edinburgh, June 2009**

No overview of the journey of CT/RT in the UK would be complete without highlighting the 2009 conference. We explored several major cities and venues before deciding upon the University of Edinburgh 'Pollock Halls' campus, close to the city centre. It turned out to be the perfect venue.

As always, the required preparation and build-up for such a major conference was huge for the small group of us who volunteered to do so. The preparation also included the Certification program that took place immediately before the conference start. As with the IRT UK operation, the vast body of this organizational challenge was taken on-board,

systematized and computerized by Adrian Gorman, starting some three years before the event. Indeed, he master-minded the entire administration of the conference, virtually single-handedly, and it worked like clockwork throughout the whole event. This left myself and the rest of the group to play "mine hosts" for the delegates and ensure that the workshop sessions and other events ran as smoothly as possible, then checking back occasionally to the "control room hub" that Adrian had set up in a central part of the campus, to see what our next contribution might be.

The one big disappointment was that Bill and Carleen Glasser were unable to attend due to Bill having some cardiac problems a few months beforehand. We were, however, fortunate enough to have Bob Wubbolding and Leon Lojk (chairperson for the EART in Slovenia) as keynote speakers and personalities throughout the conference, and Linda Harshman (Executive Director for the William Glasser Institute) gladly was also able to attend. But aside from Bill and Carleen not being able to be there, the Edinburgh conference was as a huge success, and delegates were extremely generous with their praise and compliments. But without doubt, we owe a huge debt to Adrian Gorman for the majority of this success.

### **A Very Brief Overview from 2009**

The period leading up to 2009 was probably the most active period for our Certification training in terms of generating interest in CT/RT within the UK. The Edinburgh conference, in a way, felt like a celebration of that progress. However, the financial crash of 2008 began exhibiting its strongest effects in late 2009, and many organizations that we were working with, in both the public sector and voluntary agencies, were either radically cut back financially, or disappeared altogether. As is usually the case, training budgets were slashed as the axe of austerity fell strongest on those who had least, and who had nothing to do with a financial crisis created by the greed and dishonesty of the financial institutions. Such is the way of the world. Since that time, we, as an organization, are still in recovery mode from the effects of that financial disaster.

Additionally, a further significant setback occurred in late 2014 when Adrian Gorman decided to stand down from his role as executive administrator for the IRT UK. In many ways, his departure was, perhaps, inevitable, as the enormous amount of dedication and time that he gave to the role, for just over 10 years, could not be sustained indefinitely, and the degree of professionalism that he demonstrated could never be adequately reciprocated by most of the Institute's members and faculty. This was obviously too frustrating on too many occasions.

The upside of this was that Adrian continued to remain a member of faculty for the new, "replacement" organization: the William Glasser Institute – UK. He has, gratefully, also been the architect of the new WGI-UK website that went "live" in April 2015. The new WGI-UK organization is administered by Moira Oliver, Ruth Bradbrook, Geraldine Rowe, and myself. To a great extent, it feels very much as though we are "re-emerging" as an organization. We continue to maintain and attract a very high caliber faculty team that has recently been increased by Sean Humphreys, Toni Groundwater and Richard Cooke, all whom are engaged in youth development in Scotland.

The future looks very bright indeed.

## **Brief Biography**

John Brickell, D.C., is a senior faculty member of the William Glasser Institutes located in the UK, Europe, and Internationally. John has taught CT/RT in North America, the Far East, the Middle East, in several European countries, and throughout the UK. Together with Dr. Robert Wubbolding, he is the co-author of two CT/RT based books: *Counseling With Reality Therapy* (Taylor Francis, 2<sup>nd</sup> edition, 2016), and *A Set of Directions for Putting and Keeping Yourself Together* (Educational Media, 2001).

## **THE FOUNDING of CHOICE THEORY and REALITY THERAPY in JAPAN**

Chaplain Rhon V. Carleton (USAF) and Masaki Kakitani

### **Abstract**

This paper discusses the development of Choice Theory, Reality Therapy and Lead Management (CTRRLM) in Japan between 1985 and 2016. It includes the meeting of Rhon Carleton and Masaki Kakitani and their collaboration to spread the ideas and teachings of Dr. William Glasser throughout Japan. In addition to teaching intensive weeks, Japan has uniquely included radio broad casting programs on CT and its use in business consulting firms. Japan has two organizations: the William Glasser Institute Japan which is a nonprofit organization and the Japan Association for Choice Theory Psychology, which is an academic organization. Those organizations work together to provide training programs in CTRRLM.

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### **Background**

Rhon Carleton first met Dr. William (Bill) Glasser in 1976 when Bill taught Rhon's Basic Intensive Week in Reality Therapy in Los Angeles. At the time Rhon was an US Air Force Chaplain stationed in Elmendorf Air Force Base, Alaska. He had completed the BA degree at Florida State University (1959), an MDiv. degree in pastoral psychology at Duke University (1962), and a MS in Counseling and Guidance at Troy University 1972). Dr. Glasser's teaching completely revolutionized Rhon's concepts of the value of the human person made in the image of God (defining our human needs) and the manner in which we are called to care for others. Rhon found Dr. Glasser's teaching concerning the concepts and procedures of Reality Therapy and later Choice Theory Psychology compatible with Judaeo-Christian theology. He attributes his personal life formation and success as a husband, father, grandfather, great grandfather, chaplain and minister to have been extensively influenced by Dr. Glasser's teaching and friendship.

### **Association with the William Glasser Institute in Japan**

Rhon Carleton was certified in Reality Therapy in August 1981 and has served as a faculty member since 1984. During the Institute for Reality Therapy (IRT) International Convention in 1983, Rhon was preparing to leave for an assignment as the Installation Staff Chaplain at Yokota Air Base, Japan. During the convention, he met with Dr. Glasser and discussed the possibility of finding and training someone qualified to begin Reality Therapy in Japan. As providence would have it, in 1984 Rhon invited Rev. Masaki Kakitani to offer a continuing education seminar for the Yokota Air Base Chaplain staff. Masaki was the President of Kakitani Counseling Center, Oiso, Kanagawa Prefecture, Japan. During a meeting in Chaplain Carleton's office, Masaki mentioned his admiration for Dr. Glasser's books after noticing *Reality Therapy* (1965) in Rhon's book shelf. Chaplain Carleton mentioned that he was a faculty member of the IRT. That occasion began monthly one-to-one training meetings with Masaki, who could drop by on the way home from teaching at Chuo University. When Masaki was adequately informed about Reality Therapy, they planned the first Basic Intensive Training in Tokyo, Japan with Masaki as the translator (April 14-18, 1986).

Chaplain Carleton contacted Dr. Glasser, mentioning Masaki's observation that his initial books published in Japanese were replete with mistranslations given that the translators were unfamiliar with the concepts of Reality Therapy. Masaki followed up with communications to Dr. Glasser and henceforth he became Glasser's translator for all of his books into Japanese. At the initial stage of the development of CT/RT in Japan Dr. Glasser

was not sure if Masaki could become the key person to influence the important people and shepherd the spread of CT/RT. But later Masaki was invited to become a professor at the school of psychology of Rissho University. Masaki said that this invitation was due to the fact that he was willing to demonstrate role plays in training for counselors. Masaki owes CT/RT for his gaining the professorship at Rissho University.

Between 1986 and 1993 Chaplain Carleton taught 14 intensive weeks with Rev. Kakitani as the co-teacher/translator. During several of these weeks Dr. Robert Wubbolding (IRT Director of Training) joined our teaching staff and has made 7 visits to Japan to teach CT/RT. He delivered the keynote address for the 25<sup>th</sup> anniversary of the Japan Association for Choice Theory Psychology in 2015. On May 31- June 1, 1995, Rhon and Masaki were invited to Kobe-Osaka, Japan to teach a workshop on Trauma Pastoral care using Reality Therapy and Choice Theory. Those attending the seminar were earthquake survivors including pastors and their wives. Professor Masaki Kakitani went on in his training to become a Senior Faculty Member of the William Glasser Institute Japan.

### **Development in Business Setting**

In 1987 in Japan, Rhon and Masaki taught a second Basic Training in which Satoshi Aoki participated. He was impressed by the engaging personality of Chaplain Carleton as well as the idea of RT. Satoshi made a decision to found a new company based on the idea. The company is Achievement Corporation. He started his company with only three staff and after thirty years of the founding of the company the staff has increased to 173, including additional group companies.

Achievement Corporation with the leadership of Satoshi now has a publisher which publishes all of Dr. Glasser's books and *Using Reality Therapy* by Robert Wubbolding. Satoshi offers training called "The way to the summit" which is the strategic program to achieve personal goals. Satoshi has trained 32,127 people through 2016. Some people participate twice or more. Including repeaters, Satoshi has trained 89,046 persons. Most of them heard the name of Choice Theory for the first time and became interested in the idea of CT/RT/LM. Achievement Corporation has initiated and used a Basic Needs Profile taught by Dr. Glasser (the English form can be accessed at the following URL: [https://marc2.achievement.co.jp/bnt\\_global/index.php](https://marc2.achievement.co.jp/bnt_global/index.php).)

Achievement Corporation has also created "A Proficiency Test of Choice Theory in a Business Setting," which evaluates how accurately a person understands CT/RT/LM. Achievement Corporation also has created a Choice Theory Game.

Satoshi founded the Japan Professional Speakers Association (JPSA) to train professional speakers to spread the idea of CT/RT/LM throughout Japan. There are 1899 members now on the rolls. The title of "Basic Pro-speaker" has been given to the persons who were able to demonstrate a skillful presentation to the public. The JPSA aims to train 1,000 pro-speakers by passing vigorous exams.

The first Basic Intensive Training was held in 1986 and second in 1987. It was a once a year opportunity at the initial stage due to the fact that all teaching had to be translated from English to Japanese. The number of training events gradually increased and we have reached 4,961 people trained by the end of 2016. We started the William Glasser Institute Japan in 1988, which was legally incorporated in 2000 and in the year of 2015 the organization became a certified NPO, which means that the contributions to the WGI-Japan are allowed to be tax deductible. It was a very important step for the organization.

## **Two Organizations**

There are two organizations relating to CT/RT/LM in Japan. One is WGI-Japan and the other is Japan Association for Choice Theory Psychology (JACTP), which is an academic organization. The WGI-Japan was founded in 1988, and JACTP was founded in 1993. The membership of JACTP is 770 at the end of 2016, out of which 162 members have registered in the William Glasser International, Inc. Those who have registered with WGI are people who have completed the Certification training.

## **Glasser's Visits to Japan**

Dr. Glasser came to Japan four times to speak to our Japanese audiences. Prior to this he was invited by an international school to speak to English speaking teachers in the Tokyo area. Dr. Glasser came to Japan by the invitation of Achievement Corporation on September 1989. His subsequent visits were in 2000, 2004, and 2007. The series of invitations were made possible by collaboration with Achievement Corporation, JACTP and WGI Japan.

## **Radio Broadcasting**

A broadcasting program called "Radio Therapy--A Psychology to Bring Happiness" began in 2011. The program has been aired on the second, fourth, and fifth Sundays at noon every month. The show features an interview with a person who has applied Choice Theory to his/her personal life. The announcer, Tami Utsunomiya, has participated in the trainings and effectively interviews a variety of people. It is a ten minute broadcasting program sponsored by several companies and individuals. It can be accessed through pod cast anywhere in the world (<http://blog.rnb.co.jp/shiawase/>)

## **A Choice Theorist: Japan's own qualification title after certification training**

After certification training there is no special training except the faculty program. So in Japan we have created our own title. It is the title of "Choice Theorist." The examination for this title requires one to demonstrate the required knowledge and skills. The person has to demonstrate role play skills in front of examiners. We have 86 people qualified to be called "Choice Theorists." Some of them after training may be able to lead one day workshops, which is similar to the "Take Charge Course."

## **CT/RT/LM in the future**

W. Edwards Deming has been known in Japan; yet his "Fourteen Points" are not known extensively. Japanese companies have often twisted Deming's ideas, yet we still see the overall acceptance of Deming. Therefore it may not be hard to spread the CT/RT/LM ideas in business settings.

Currently there isn't a Glasser Quality School in Japan, even though we see some efforts here and there. We may be able to bring CT ideas to Japanese schools in the future. Some have been successfully working on parenting, marriage and family. Some people have been successfully working in the field of domestic violence. We will be working in the field of corrections soon. We need to keep the momentum going in spreading CT/RT/LM.

**Postscript:** Chaplain Carleton went on to teach 14 intensive weeks at Sogang University, Seoul, Korea with Professor Rose Inza Kim and five intensive weeks with Sister Elizabeth Tham in Singapore.

## **Brief Biographies**

### **Rhon V. Carleton**, Chaplain Colonel, Retired

WGI Senior Faculty

BA Florida State University 1959

MDiv. Duke Divinity School, Duke University, 1962

Air Force Chaplain 1962 – 1992

-Graduate of the USAF Squadron Officers School

-Graduate of the USAF Air Command and Staff College

MA Troy University in Counseling and Guidance 1972

Clinical Chaplain Baptist Medical Center, Montgomery, Alabama, 1998 – 2008

Congregational Care Pastor, Frazer United Methodist Church, Montgomery, Alabama (2008 to present)

### **Masaki Kakitani**

WGI senior instructor

Former professor at the School of Psychology, Rissho University

President, Japan Association of Choice Theory Psychology

President, William Glasser Institute Japan

Certified clinical psychotherapist

Degrees earned: BA, MA, MDiv, MEd, ThM



### **William Glasser Institute International Conference at Loyola Marymount University, CA**

Masaki Kakitani, Rhon Carleton, Bob Wubbolding, and Colleagues with Satoshi Aoki, the founder and president of Achievement Incorporated, which is a CT organization.



**National Conference with Jim Roy in 2016.**



**Masaki and Sumiye Kakitani with Bill and Carleen Glasser and Colleagues in Japan following Bill's speaking engagement in 2007.**

(Photos courtesy of Rhon Carleton and Masaki Kakitani)

## **CHOICE THEORY and REALITY THERAPY in KOREA, THE LAND of the MORNING CALM**

Robert E. Wubbolding and Sandra T. Wubbolding,

### **Abstract**

Reality Therapy began in Korea in the mid 1980's under the leadership of Dr. Rose In-za Kim, the first female dean at Sogang University and director of the Korea Counseling Center. The growth of choice theory and reality therapy (CT/RT) has been the result of the relentless work of Dr. Kim and her staff, students, and family. Because of their dedication and leadership, hundreds of individuals have been certified in CT/RT. As of July 2016, there have been 350 studies on reality therapy conducted under the leadership of Professor Kim and her colleagues. She and her beloved husband Charley (d. 2015) have devoted a countless number of hours and days as well as personal resources to making choice theory and reality therapy a Korean system.

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The story of choice theory and reality therapy in Korea could well be a lengthy book. It is a 30 year history of total commitment by "the Glasser of Korea" Professor Rose In-za Kim of Sogang University, now Professor Emeritus. Her first encounter with reality therapy was with Dr. William Glasser, himself, in his home. Subsequently, she began training in the mid-1980s in Cincinnati, Ohio, USA under Robert E. Wubbolding, and under John Brickell from the United Kingdom. She returned to Korea and instituted a training program and founded the Korea Counseling Center, where as senior faculty she continues to train dozens of counselors who have become employees of the center.

### **Institute Training**

Very soon after Professor Kim became certified, she sponsored training sessions led by Bob Wubbolding and subsequently by John Brickell, Rhon Carleton, Jean Suffield, Anna Corbett, and others. The Korean counselors and educators thus received instruction from instructors demonstrating a wide variety of teaching styles and with various emphases in their presentations of choice theory and reality therapy. The major consultant from outside of Korea for 3 decades has been Robert Wubbolding, who has visited Korea 9 times from 1991 to 2017. He has endorsed many Korean professionals certified in choice theory and reality therapy and verifies that their skill is of the highest quality.

### **The Work of Professor Kim**

The experience and credentials of Professor Kim rank among the highest achievements of institute instructors and, in fact, of professors in general. In Korea, education and the status of university professors receive the highest degree of respect.

Besides her unlimited energy and boundless excitement for bettering the lives of the Korean people, our dear friend Rose possesses a deep spirituality and generosity. Her family members who live in Korea, especially her daughter, Julie Ann, and her son-in-law, Yongun Lee, attempt to keep up with her and hold her back so she remains healthy and well rested. This commitment on their part was evident in their administration of the first international conference of





William Glasser International, which was held in Asia, in Seoul, Korea in 2016. This conference involved 350 attendees and a high number of enthusiastic and welcoming volunteers, committee members, presenters, and translators of presentations. They also made available the customary sale of t-shirts and other beautifully designed memorabilia for such a significant event. What a joy it was to be with the Korean people as well as delegates from around the world!

According to documents published by the Korea Counseling Center (KCC), the organization founded by Professor Kim, the center provides the following services: therapy and counseling, teaching, training, coaching, quality management, senior volunteer services, and quality school training. In 2013 Yangeob High School declared itself a Glasser Quality School, the first such school in Asia, according to the web posting "Declared Quality Schools" on the William Glasser International website, retrieved 2016.

In order to enhance the professionalism of the practice of reality therapy, Professor Kim initiated the Korean Association for Reality Therapy (KART) that endorses the journal *Psychology Daily*.

### **Applications**

The vision of Professor Kim and her associates has made possible the application of CT/RT to educational institutions. Over 500 schools have been exposed to the choice theory and reality therapy of William Glasser. Other groups that have been trained include the Korean Military Police, business groups, social welfare groups, persons interested in peer counseling and self-help, religious groups, senior volunteers, subway engineers, and others. The prestige of choice theory and reality therapy has significantly risen in Korea because of courses taught on the bachelor's level, master's level, and doctoral level.

### **Significant Contribution**

The widespread acceptance and high level of skill demonstrated by Korean professional therapists, counselors, and educators illustrates and even demonstrates the universal and, more specifically, the cross-cultural value of choice theory. The "Koreanization" of reality therapy places reality therapy in the mainstream of psychological counseling as well as in the category of effective multicultural counseling.

### **Conclusion**

The future of choice theory and reality therapy in Korea and throughout Asia is very bright. These hopeful signs are due to the energy, vision, and commitment of leaders such as Professor Rose In-za Kim. Other leaders throughout Asia have written of their experiences in this journal. Those of us who are non-Asian owe a debt of gratitude to the leaders and their organizations throughout Asia. Their efforts and the results they have achieved might serve as the fulcrum for training and the lighthouse pointing the way to the future.

## **Brief Biographies**

Robert E. Wubbolding, EdD, Senior Faculty, Director of Training William Glasser Institute 1988-2011. Recently published *Reality Therapy and Self-Evaluation* in 2017, Professor Emeritus Xavier University, Cincinnati, Ohio

Sandra T. Wubbolding, MEd, CTRTC, Practicum Supervisor, Retired French Teacher. Administrator, Center for Reality Therapy, Editor. Married 35 years to Bob Wubbolding



**Rhon Carleton, Rose In-za Kim, and Bob Wubbolding with first Certification Group in Korea, June 1993**



**Janet Fain Morgan, Shruti Tekwani, Kim Olver, and Pat Robey, visiting with students at Yangeob High School, the first Glasser Quality School in Asia**



**HAND IN HAND FOR HAPPINESS!**

## **CTRT in SINGAPORE - IMPRESSIONS of DR. ONG KWEE HIONG, CLARE, SENIOR FACULTY**

Ong Kwee Hiong, Clare, Ph.D.

### **Abstract**

Dr. Ong Kwee Hiong, Clare, discusses her introduction to Reality Therapy and Choice Theory (CT/RT) and the development of these ideas in Singapore. She was instrumental in facilitating training and was an officer in the Association for Reality Therapy in Singapore, now known as William Glasser Institute Singapore. She is passionate about helping children who are marginalized/ignored/ or left behind because of their learning/developmental/emotional difficulties, and provides an example of how she has used CT/RT in her work as a psychologist.

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Before there was any official training in Singapore, Reality Therapy (RT) was first introduced to the schools in 1986. I was posted to the Ministry of Education (MOE) Headquarters to be a Guidance Officer after my return from Oregon with a Master's Degree in Educational Psychology in 1986. Our work involved helping teachers in behaviour management to handle discipline issues in school. My colleagues decided as a team that "Seven steps of Reality Therapy" would be a feasible and effective approach to introduce to school after researching and reading the possible behaviour management approaches then. Upon given permission by our bosses, we gave workshops to school teachers on managing students using RT.

I attended the workshop on Reality Therapy by Robert Wubbolding, who came to Singapore in summer 1989 on the invitation of a late pioneer counsellor, Anthony Yeo. At the workshop, Bob came around to listen to trios who were practicing RT and later told me I seemed to know RT. I was then going to Indiana U at Bloomington in Fall for Ed.S in school psychology. Bob took my name and asked me to keep in touch for training in RT.

When I arrived at Bloomington, I was surprised to receive a telephone call from Bob, informing me about his 4-day RT workshop in Feb 1990. He offered me a William Glasser scholarship for workshop fees. Since that time, Bob has been my life-long mentor and friend. After my advanced practicum with Carleen [Glasser], I was Reality Therapy Certified in the summer of 1991. When I had my picture taken with Dr Glasser, Bob told the audience that I was the first person to be certified from Singapore.

Upon my return to Singapore in January 1992 to join the School psychology branch at MOE, I continued to meet Bob several times whenever he came to Singapore for training in RT. I attended as observer in his training of other instructors whom he had arranged to teach here. Bob also asked me to facilitate in some workshops on role-plays and also arranged for me to be observed by other senior instructors. Bob continued to support me in preparation for the practicum supervisor programs. In 1993, I became a Basic Practicum Supervisor. I supervised 3 persons, who were among the first to be certified in RT in Singapore in 1994. Some of them became pioneers in forming the Association for Reality Therapy in Singapore (ART), officially Registered in 1997.

### **Expanding Reality Therapy in Singapore**

I went back to the US for my doctoral program in January 1995. While I was there, I heard that another Singaporean, Sister Elizabeth Tham, had been certified at a conference in New Orleans. Sister Elizabeth Tham was my colleague for a short time after she joined the MOE School Psychology Branch in Oct 1992, after completing her Masters in Educational Psychology in the United Kingdom. She was not certified then and we talked about Choice

Theory and Reality Therapy. She became the second person from Singapore to be certified later at a conference in New Orleans. She also attended Practicum Supervisor Training program at the same time. Because there were no instructors at that time, she was also commissioned by Dr. Glasser to become a Basic Instructor and became the first Basic Instructor in Singapore.

For the next four years in the US, I attended Bob's workshops on RT in Cincinnati. I facilitated small groups with other instructors. I realize now that it was Bob's plan to develop me to become an instructor. After overcoming some reluctance, with Bob's repeated encouragement, I attended the Basic Instructor Training in summer 1997 at a Conference in Florida.

### **Association for Reality Therapy**

Upon my return to Singapore in January 1999 after completing my doctorate program, I heard that an Association for Reality Therapy had been formed in 1997 with Sister Elizabeth Tham leading. I was chosen by Sister Elizabeth to be Vice President and served either as President or vice-President until 2008 when other duties prevented her from being involved.

I decided to change the name of The Association for Reality Therapy to William Glasser Institute in October 2006 to be in line with changes in the parent organization.

Advanced and certification training had been organized by WGI(S) since it started Faculty program training in 2004. When Peter Ho was President, the Executive Committee supported his notion that doing this took too much labour and was not financially profitable. Therefore the organization stopped sponsoring and organising all Certification and Faculty trainings in 2011. My repeated requests from 2011 until 2014 to sponsor Faculty Trainings were declined. In 2015, WGI(S) decided to sponsor Faculty Training. I seized this opportunity to ask the then President, Josephine Gan to sponsor two groups – one for Basic Instructor Endorsement and another for Practicum Supervisor Training 1. I was told that WGI(S) need to evaluate the skills of these candidates and wanted them to fulfil certain conditions. I felt that the demand went against the spirit of CTRT, so decided to continue to sponsor these trainings

### **Faculty Training**

I have sponsored the faculty training personally from 2011 because interested participants asked to be trained. To date, I have sponsored 9 training groups for 13 Practicum Supervisors and 5 Basic Instructors. By June 2017, there will be 6 more Basic Instructors endorsed.

### **Glasser's Three Visits to Singapore**

#### 1994 organized by Sister Elizabeth

- Public lecture at National Institute of Education campus.
- Presented Certificates to the first group of people Certified In Reality Therapy.

#### 2001 with Carleen Glasser organized by Association for Reality Therapy

- Certified Sister Elizabeth Tham to be Senior Faculty.
- ART organized a Talk at Tan Tock Seng Hospital for public audience, medical professionals.

#### 2004 organized by Association for Reality Therapy (ART)

- Certified Dr. Ong Kwee Hiong Clare as Senior Faculty.

-ART organized Public lecture with the Singapore Psychological Society, sationSocial Services Institute (training institute for social workers) and Shan You Counselling Centre (a voluntary organization founded by the Buddhist Fellowship).  
- One day seminar with Singapore Prisons.

### **Other Significant Events**

1. Sr Elizabeth Tham trained inmates from Singapore Changi Prisons in CTRT from 2006 to 2008. Subsequently, she trained the counsellors on the Basic, Advanced, and Certification.
2. Dr Clare Ong trained National Institute of Technology (NTU) students in a 36-hour undergraduate elective course on Choice Theory & Reality Therapy (CTRTR) for seven years (2000 to 2006). Each yearly group of students range from 50 to 70 in number. Some students attended two additional days for the Basic Level Certificate.
3. Dr Clare Ong trained Master degree clinical psychology candidates in James Cook University, Singapore campus on Methods of Intervention: Choice Theory and Reality Therapy for 3 years (2007 to 2009). Thirty-two obtained the Basic Certificate, 6 were Certified in CTRTR in 2010, and one endorsed as Basic Instructor in June 2017.
4. Media Corp Channel 8 TV program – *No Kid is a Bad Kid*. On the 5<sup>th</sup> episode, Dr. Clare Ong demonstrated the use of CTRTR with a 6-year-old child who was afraid of the wind. The Program was aired in 2008 and repeated several times on TV mobile on the buses and Toggle until 2015.
5. Robert Wubbolding’s three-day visit to Singapore in July 2016. He conducted 3-hour lectures for parents, school teachers, and the general public as well as a presentation at the National Institute for Education, and an evening session for WGI members.

### **Brief Biography**

Dr. Ong Kwee Hiong Clare is a practicing psychologist and certified in CTRTR since 1991. Currently a Senior Faculty of WGI International Institute. Trained in US in school psychology and counselling psychology. Started career as a school teacher, followed by Senior Educational Psychologist at Ministry of Education (Singapore) prior to private practice. Have been a Senior instructor and Faculty Program Consultant for Practicum Supervisors and Basic Instructors in Singapore since 2005. Has taught CTRTR in undergraduate and master level courses in local and Australian University in Singapore. Used CTRTR successfully in a local TV program for a child who suffered from a phobia of the wind. Her passion is to help children who are marginalized/ignored/ or left behind because of their learning/developmental/ emotional difficulties. In doing this, Dr. Ong Kwee Hiong Clare uses CT/RT in her work with parents to support their child(ren).



**At a dinner in Sentosa, Singapore, in 2004, with  
the Executive Committee of Association for Reality Therapy**

From left: Dr Ong KH Clare; Fr. Paul Kee; Dr Glasser, Dr. Choo Kay Wee; Andrew Kwek



**Dr. Glasser and Dr. Ong Kwee Hiong Clare, 2004  
when she was endorsed as Senior Instructor.**

## **AUSTRALIA'S CHOICE: GROWING WITH GLASSER 1979-2016. A History of the William Glasser Institute Australia**

Susan Fleming and Peter Lacey

### **Abstract**

This article tracks the early beginnings of the Glasser institute in Australia to the present time, starting with Glasser's first visit to Australia in 1979. It acknowledges the energy and commitment of the early devotees of William Glasser's work and all those that have come after them. It outlines how over the years the organization has adapted to and is continuing to adapt to the challenges that present themselves. As a result there are structures and systems in place as well as Faculty at all levels to continue to offer Quality training and teach CT/RT/ LM in a variety of ways.

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The genesis of the Australian Institute was the result of people and groups independently pursuing and applying Dr Glasser's work in various pockets across the nation. Glasser's tours in 1979 and 1989 provided the stimulus for further development and implementation of his ideas, culminating in the establishment of the formal organization of the Australian Institute of Reality Therapy in 1989. Its continued evolution over the last 38 years until today has seen many troughs and waves, as the administrative body in its various incarnations attempted to meet the varying needs and demands of continually changing educational and mental health environments. The difficulties encountered along the way were as much a product of our geographic isolation as our desire to align with Dr Glasser's continually evolving applications and explanations of human behaviour, falling under the banner of what has been known as Choice Theory since 1996.

Jim Roy in his book, *William Glasser: Champion of Choice* (2014), stated that, in 1996

"The Glasser organization in Australia was as solid as any in the world and many reality therapy and control theory inroads had been made into the fields of mental health, counselling, and education. There was a control theory presence in a significant number of schools in Australia" (p. 307).

This is a tribute to and recognition of the major progress made in introducing Glasser's work to Australian professionals in a short space of time, while establishing the professional support system known at the time as the Australian Institute of Control Theory, Reality Therapy, and Quality Management (AICTRTQM) that had been built by enthusiastic and committed volunteers dedicated to progressing Glasser's work in Australia.

### **Applications to Education and Counselling**

Dr Glasser made his first visit to Australia in 1979, visiting Sydney, Melbourne, and Brisbane. Two strands of his influence developed from that point. One was in education and one was in the counselling community. They continue to be the two strongest areas of application of Dr Glasser's work in Australia to this day.

As a result of Dr Glasser's 1979 visit, at least one school in Canberra, ACT (the nation's capital) started to incorporate some of Dr Glasser's ideas into its structure in 1980. In 1983, the newly established Gowrie Primary School in Canberra opened with a philosophy based on Dr Glasser's teachings. The school, led by Margaret Dempster and David Raff, developed a booklet called *Classroom Discussions*, describing the use of Quality Circles. In 1984, the

school organized a full day in-service program for teachers based on the teachings of Dr Glasser. Subsequently a support group for educators in Canberra was also established and met for at least once a term for 10 years. Years later Margaret Dempster was awarded an Order of Australia (AO) in recognition of her contribution to education.

In 1982, the Queensland Department of Education developed *the Excellence in Teaching* program (based on the work of Dr Glasser and Dr Madeline Hunter) in Queensland Schools. It introduced thousands of Queensland teachers to Dr Glasser's work and was run throughout Queensland for over ten years. *The Excellence in Teaching* was also run in a sprinkling of schools in the ACT and in Tasmania. This program had a significant impact on what was to follow.

Meanwhile in New South Wales (NSW), school teachers and counsellors were developing programs to use in schools implementing the ideas of Dr Glasser. Judith McFadden, Brian Bazzo & Kate Flynn wrote *Life Science*, a life skills program for successful living which was widely used in primary and secondary schools. Judy Hatswell co-authored the *WINS (Working Ideas for Needs Satisfaction)* program, a 16 hour Train the Trainer program promoting a positive approach to behaviour change for schools and parents.

### **CT/RT Training in Australia**

In 1985, Allison Wiseman, a psychiatric nurse from Sydney, travelled to the USA to train in Reality Therapy. In 1987, Allison negotiated with the U.S. Institute to have a trainer come to Australia, as there were many people here eager to explore the ideas. The Sydney community was ultimately to become the creative heart of the strong establishment of a Glasser Institute here.

Barbara Garner, a US Senior Instructor, was appointed by Dr Glasser as his official representative in Australia. In March 1988 she presented the first Basic Week in Australia in Allison Wiseman's home. There were 12 participants who were from ACT and NSW. Barbara returned in July, 1988, to present a Basic Intensive Week (BIW) and an Advanced Intensive Week (AIW) in Canberra as well as a 6 hour workshop. Another Advanced Week, held in Allison's home, was for those who had commenced their training in the USA and some from the BIW in March in Canberra. Thus, two BIWs and two AIWs were run in that year.

Dr Glasser's second visit to Australia in April/May, 1989 was sponsored by the Australian Guidance and Counsellor's Association (AGCA) with Judy Hatswell as the convenor. Many AGCA members, as well as educators attended the talks given by Dr Glasser in Adelaide, Brisbane, Canberra, Hobart, Melbourne and Sydney. Hundreds attended the Brisbane talk, resulting in over 50 people signing up for a BIW in Brisbane. Dr Glasser also ran the first Australian Certification for five people in Sydney. By the end of 1989 there were eight Reality Therapy Certified people in Australia (Dempster, Dickinson, Dryden, Hatswell, McFadden, Mitchell, Raff, and Wiseman). Dr Glasser met with the Australian Certification group to discuss on-going processes that could be implemented in Australia.

In August, 1989 Barbara Garner, along with four other overseas Instructors ran a BIW in Brisbane for 58 people. Some sessions were all together, and some sessions were in a break-out group. In those days, a Basic Intensive Week truly was a 'week.' The course ran for 4½ days. There was a hefty evaluation form to complete at the end, and each participant had a 1-1 exit interview with one of the Instructors. Training was also provided in Hobart, Melbourne, Canberra and Adelaide.

## **The Australian Institute of Reality Therapy**

Following this tour, a small steering committee of Marie Deyton, Judith McFadden, Nerida Penfold, and Allison Wiseman met on June 18, 1989, to discuss the concept of an Australian Institute. Allison Wiseman really became the conduit to pulling people across the States together, given that she attended all of Bill's talks and sold books at all of the BIWs. Her powerful networking skills proved to be the catalyst for bringing a large country together in a common pursuit of knowledge, skills, and the desire to help others. The involvement of the Australian Guidance and Counselling Association and the networking of Judy Hatswell, Judith McFadden, and Maggie Bolton also provided a powerful support structure. These four people, along with Margaret Dempster, were to be instrumental in the birth of the Australian Institute of Reality Therapy. On July 2 1989, Dempster, Hatswell, McFadden, Wiseman and others met with Barbara Garner in Sydney for further discussion about the establishment of an Institute here in Australia.

The inaugural meeting of the Australian Institute of Reality Therapy was held at the North Sydney Demonstration School on August 27, 1989 and Judith McFadden was elected President. Foundation membership cost \$50.00. It was decided that a newsletter would be a valuable means of generating interest and spreading information. The Australian newsletter continues to be produced to this day and has met its initial objectives admirably.

Thirteen BIWs were held in Australia in 1989. The first faculty in Australia, as Practicum Supervisors, were Judith McFadden, Judy Hatswell, Margaret Dempster, and David Raff. However, these supervisors only had accreditation to run practicums in Australia and not internationally.

Judith McFadden offered her practicum services to the various training groups, and many took up the offer. In those days it was offered by phone, mail, and fax, as Judith lived in Sydney. Participants were asked to write six deeply intensive growth reports, a summary of counselling sessions, and a precis of what had been learned from reading Dr Glasser's books.

The expansion of Dr Glasser's work gained momentum. 12 BIWs were held in 1990. The first AGM of the Australian Institute for Reality Therapy was also held in 1990, in combination with a professional development program. For the next two years this pattern was expanded so that the first Australian Conference was held in 1992.

An important part of the development and continuation of a Choice Theory presence in Australia has been the provision of Conferences at various venues around the country to promote interest, excite participants through prominent, often international, keynote speakers and to share ideas. The first Conference in Sydney in 1992 was the precedent for other conferences usually organized by a local committee from the region/city in which it was held. From Annual Conferences we have moved to bi-annual conferences with our New Zealand colleagues holding one in the alternate years. We often have international visitors to our conferences typified by a large presence of both South African and Iranian attendees in Alice Springs in 2011.

## **Faculty Training**

Judith McFadden and John Dryden became our first Basic Week Instructors in 1991. This accreditation was done with Barbara Garner while she was in Australia. Judith McFadden canvased Dr Glasser for our Faculty to have international status, not just Australian accreditation. This became an issue that the Australians had to pursue for a few years before it was successfully resolved in July 1994, when our BIW instructors did their

endorsement in Ireland. It was Judith McFadden's energy and commitment that contributed significantly to advancing Glasser's ideas and ongoing success of the Australian Institute.

In 1991, seven BIWs were conducted, still mostly by overseas Instructors, but also by Judith and John. Three AIWs were conducted, again by overseas Instructors. The overseas Instructors were billeted in homes, providing welcome mentoring for the hosts.

One of the challenges with the use of the overseas instructors was the fact that a special visa had to be obtained, given that the visiting Instructor would earn a significant income in a short time. There were also taxation issues. Barbara wrote lengthy instructions for each prospective visiting instructor to make it easier. At this point she was still selecting the overseas faculty for our programs.

For the first few years of training courses, applications from organizations wishing training, such as a school, had to be made directly to the USA. The Institute fees had to be paid directly by the school to the US Institute. This was an onerous task, as schools grappled with the logistics of obtaining a cheque in US dollars to be forwarded to California. With the blessing of the US Institute, Australia started creating its own paperwork and organized to receive all training payments from participants, to forward on to the States. Maggie Bolton and Louise Pattimore created these systems. This Australian based system created a smooth way of operating, and was a significant step towards a feeling of autonomy for our growing organization.

As the training courses continued to grow the early 1990's the workload on Board Members (and the Training officers in particular) grew, especially as registration fees needed to be sent to the US in US currency. Consequently the organization at first outsourced clerical assistance through Faye Cameron, which ultimately led to the employment of a paid Administrator for 25 hours per week. Dr Glasser's 1996 tour emphasised the need for professional support as its entire organization was carried out voluntarily by Board Members with local support.

It was in Australia that Barbara Garner initiated the concept of Quality Work as part of Certification as a world first. The certification process also involved workplace visits to observe the application in a real-life setting. When Jeanette McDaniel ran certification in March, 1991, she visited many workplaces. This meant the certification process was potentially unwieldy and extremely time consuming, so this work place visit aspect was dropped a few years later. The Quality Work concept has been maintained and adopted internationally.

Barbara Garner had invested a lot of time and energy into mentoring us, so at her request, in August 1991, Dr Glasser appointed another US Senior Faculty, Jeanette McDaniel, to replace Barbara as our official mentor until Barbara returned to that role in 1994.

### **Sub-Branches of the Australian Institute**

The first sub-branch of the Institute was formed in Brisbane (The Sunshine Branch) in 1991, and in 1992 other branches were formed as Glasser's ideas gained traction in schools across the nation. The South Australian branch established the Institute of Reality Therapy which was affiliated to our organization. It had become more and more important for us that our Australian faculty had International status. To do that, we needed to travel overseas to obtain the training. Twenty-two Australians travelled to the 1992 international conference in Vancouver, many to do faculty training.

Under Allison Wiseman's energetic Presidency in 1991, the idea was hatched that the Board have members from all of the regions where training was occurring, not just from Sydney. As a result 6 more branches were established, and the Board now had members from across Australia. A conference was held in Sydney in 1992 and Margaret Dempster was elected President of the Australian Institute of Reality Therapy.

One of the challenges in 1993 was the fact that all the board meetings were held as a teleconference, which limited the agenda. As well, some of the Board members had never met face to face. It was therefore proposed that a combination of face to face board meetings and teleconferences be established. The face to face meetings were held over weekends, which facilitated more networking and enabled many systems to be put in place for the running of our rapidly growing Institute. We were able to continue face to face meetings for some years. However as financial costs increased it was less viable to pay for board members to fly from interstate so current Board meetings are predominately online meetings.

### **Australian Institute for Control Theory, Reality Therapy and Quality Management**

In 1994, our vision and mission statements were created. At the AGM attached to the Bryon Bay conference, we changed our name to the, Australian Institute for Control Theory, Reality Therapy and Quality Management (AICTRTQM) to align with changes in the USA. Mary Farrell Jones was elected as President.

During that year a model for BIW instructor training was established where the first two phases of training (roleplay and lecture) could occur in Australia. There were five participants: M. Bolton; J. Byrnes; M. Farrell-Jones; J. Hatswell and J. Hoogstad. To gain International accreditation, the test out had to happen overseas. We were not yet fully autonomous. Maggie Bolton, Judi Byrnes and Mary Farrell-Jones travelled to Ireland to complete the final 'test-out' phase to become BIW instructors. Now, with more Australian instructors, there was a tidal wave of participation in the Intensive Training courses. We ran 29 BIWs and 5 AIWs, with 1 certification held in Adelaide. Barbara Garner returned as our mentor by invitation of the Australian Board. As we had no Senior Faculty we were still reliant on overseas instructors for AIWs and Certification.

Assisting the acceleration of interest in Dr Glasser's work in the area of education was the adoption of the Quality Schools and Lead Management concepts and their inclusion in BIW training. A number of overseas Senior Faculty also visited Australia during the period of 1990-1995. We are grateful to these people for their willingness to travel to Australia, often foregoing personal comfort, to teach and mentor us as we attempted to influence educational and counselling provisions in our communities. Return visitors included Barbara Garner, Jeanette McDaniel, Diane Gossen, Bill Abbott, Barnes Boffey, Doug Walker, Lynn Sumida, Rick Puteran, Shelley Brierley, and Elaine Kneipfel.

### **Quality Schools**

Al Mamary Superintendent of Johnson City Schools District, who based his Outcomes Driven Developmental Model (ODDM) on Dr Glasser's ideas, visited Australia during 1991, 1992 and 1993 promoting the Quality Schools concept by providing training and information sessions. This included a seven day course for Educators in 1993, conducted in Sydney. Previous attendance at a Basic Intensive Week in CT/RT/QM was a pre-requisite for participation in this course. Al Mamary made return visits to Queensland in 1994/95, meeting with the Director of the Department of Education, which provided further impetus in this state. The first school to declare itself as a Quality School in Australia, with Dr

Glasser's endorsement, was Sunshine Beach State School in Queensland in 2003, under the leadership of Sue Pearce. Many other schools around Australia were also taking the journey, particularly in Sydney and the Hunter Region of NSW. Faculty members who have provided significant mentorship for schools pursuing the objective of becoming a Quality School are Mary Farrell Jones and Judy Hatswell.

With the encouragement of senior management in the Department of Education NSW, over 1200 principals, executives, and teachers attended 3 day introductory courses in CT/RT/LM in the Hunter Region. These were presented by Senior Faculty from US, Doug Walker, over several visits to Australia in 1994. This led to a huge increase in BIW, AIW, Certification and Faculty Programs in this region over the next few years with several schools pursuing the Quality School pathway.

During 1995, Judy Hatswell and Glenys Gardam became BIW Instructors. Mary Farrell-Jones, Judy Hatswell, Judith McFadden, and Maggie Bolton started running an enormous number of training courses across Australia. At times these instructors were running up to 30 BIWs each a year. Mary Farrell-Jones was the first Australian Faculty member to assist a Senior Faculty in teaching a BPS at the 1995 Morisset Conference.

On June 17th 1995, due largely to Margaret Dempster's diligent and persistent efforts, the AICTRTQM was registered with the Australian Securities Commission (ASC) as an incorporated company for education and training purposes. It would be governed by a Board of Directors adhering to Articles of Association and accountable to the ASC, instead of operating as before under a constitution with a committee of members. This necessitated the drawing up of Articles of Association under which the Institute is legally required to operate in compliance with Australian Corporation Law. Currently the organization is no longer reportable to ASC and we download our financial reports and annual report to the ACNC - Australian Charities and Not-for-profits Commission.

In 1996, Dr Glasser returned to our shores for his third visit, completing a major tour of 14 cities. He delivered 29 presentations in Adelaide, Bendigo, Brisbane, Cairns, Canberra, Caloundra, Dubbo, Launceston, Lismore, Newcastle, Perth, Rockhampton (Yeppoon), Sydney and Townsville, visiting schools in most localities, providing them encouragement and advice to pursue a quality school community. Over 500 people attended the Newcastle event.

### **The William Glasser Institute Australia**

While in Australia Dr Glasser made 3 historical decisions. These were spelt out in his memo to Faculty of May 16<sup>th</sup>, 1996, which indicated:

1. As a result of his struggling with the juxtaposition of the terminology of Control Theory describing an internal control model and the implication of control being something that is externally applied, he decided to change the name from Control Theory to Choice Theory. (He announced this formally at the Faculty Day in Sydney on April 4th.)
2. The Institute would be renamed The William Glasser Institute.
3. His stance on the teaching of discipline and restitution. He observed that some schools in Australia that were aspiring to implement Quality School programs were using discipline programs. This helped consolidate his decision to exclude assertive discipline, judicious discipline, restitution, or any discipline program from teaching

programs conducted by William Glasser Institute Faculty members. This included his own *Ten Steps to Discipline*. Each Faculty member was asked to sign a Faculty agreement stating that they would not teach discipline programs when they joined the new William Glasser Institute (WGI).

While he had extensive discussions in Ireland with Brian Lennon about this prior to his Australian visit, it could be said that the fresh Australian air must have cleared his brain sufficiently to crystalize his thinking to enable these significant decisions to be made. Then again, it could have been the calibre of our members.

In 1996 at the AGM Oct 6 the AICTRTQM's name was changed to The William Glasser Institute Australia (WGIA) and Ivan Honey was elected as President. There were regional reps from ACT, Hunter, Northern Rivers, South Australia, Sunshine Coast, Sydney and Victoria, with branches within the nominated regions.

In order to be a Lead Management organization and to be truly representative the foundation Board endeavoured to include as many regional people as possible. Over time this became cumbersome and expensive. With the incorporation of the AICTRTQM the Board was limited to 12 members including 5 statutory officers. The balance consisted of members elected by their regions which ultimately created another problem as regions fluctuated in representation. Eventually it was determined that the Board of the WGI-A would comprise the 5 statutory officers and other specialist Board Members as needed such as the Bulletin Editor. Regions have input on request and the opportunity at National Conferences to raise and address issues of concern or suggestions for improvement.

At the 1996 Annual Conference in Canberra, Faculty and Certification programs were conducted either side of the conference by US instructors (three Certification groups, one Basic Practicum Supervisor (BPS), one Advanced Practicum Supervisor (APS), one Basis Week Instructor (BWI) phase 1). Judith McFadden co-presented the BPS training. During this year Joan Hoogstad was endorsed as a Basic Intensive Week Instructor in Los Angeles.

In the wake of Glasser's momentous decisions of 1996, the WGIA matured and stabilized in the ensuing years, as it addressed the consequences of the directional changes of the WGI. The Australian Institute was formed in 1989, incorporated in 1995, and still remains affiliated with William Glasser Institute International. It has survived the split in 1996 and discussions of becoming a separate entity in 1997. It has also weathered periods when its financial viability has been in doubt and interest declined. However, there was always a re-emergence in a particular area due to renewed interest, creative application, or passionate promotion by committed individuals. A number of times in the recent past we have considered whether to retain the hard earned independence, but our members have always wanted an Australian institute.

## **A Quality Assurance Organization**

The split in 1996 and our geographical isolation provided us with a challenge to maintain currency as a Quality Assurance organization. Dr Glasser's teachings continued to change and grow with self-evaluation and co-verification being integral to his philosophy. We broadened the ways to demonstrate currency to include observing other instructors, attending workshops and meetings, reading latest journals and books, watching videos, and maintaining professional links with Faculty. We used scholarships to help train people and introduced payment plans for Faculty training in 2001. We provided 12 months free memberships for those who had completed Basic Intensive Trainings (BITs) to encourage growth.

Throughout the existence of the Institute in its various incarnations, directors have faced problems encountered by many organizations and businesses. Issues such as taxation obligations, the seeking and granting of non-profit organization status, financial viability and operating losses were all major problems dealt with by whichever members were Board Directors at the time the problems arose. Mostly these Directors were not business persons and were not experienced in the requirements of government and statutory authorities. That they successfully negotiated these complex demands to keep the Glasser organization running in Australia is a credit to their commitment, dedication, and determination. Board members are constantly faced with changes to legislation and obligations demanding action to ensure legal compliance. Since the establishment of the first Board in 1991, many members of our organization have voluntarily served to ensure the continued presence of Glasser's work in Australia. Often unrecognized and possibly underappreciated there is no doubt that members past and present owe a huge vote of thanks to the individuals involved, some of whom are no longer with us (Margaret Dempster, Allison Wiseman, Joan Hoogstad, Lynne Pearce).

Allison Wiseman was formally recognized for her contributions to the WGIA at the 2007 Gold Coast Conference. Since 2010, usually at National Conferences, lifetime membership of the WGIA has been awarded to members as recognition for their continued efforts in maintaining the existence and influence of the WGIA (Maggie Bolton, Judy Hatswell, Joan Hoogstad, and Yolande McDonald.)

Lynne Pearce was our first employee in 1997 and she quickly addressed the enormous task of bringing together the records which were spread across the country and formalized the centralised system for organising training established previously. She implemented MYOB as a financial tool and established an Australian data base. We have since been fortunate to have had equally efficient and committed administrative support by Yolande McDonald and our current Administrator Paula Baxter.

In 1997 our website was established and the Logo and flag were registered. Judy Hatswell became our first Senior Faculty, followed soon after by Maggie Bolton. Australia's continuing commitment to Quality Schooling was enhanced by Brad Greene's state wide tour of New South Wales, sponsored by Castle Hill High School.

In 1998, in Florida, Maggie Bolton became the first Australian Instructor to run a Certification at an International Conference. Peter Lacey, Anne Matthews and Lynne Pearce were the first Australians to complete BIW instructors training on Australian soil. They were endorsed by Judy Hatswell and Bob Hوجلund. A Conference and AGM was held in Adelaide. Australian Senior Faculty conducted Faculty programs. Judy Hatswell was elected President. On December 9th 1998 The WGIA co-hosted the 'National Press Club' Luncheon with Amnesty International and the United Nations Association on the 50th Anniversary of the United Nations Declaration of Human Rights. The Guest of honour, Geoffrey Robertson QC addressed a large audience and viewers on national television.

In June 1999 the Board implemented a Regional restructure to comprise ACT and Southern NSW, Hunter, Sydney, Country NSW, Darling Downs Qld, Sunshine Qld, Country Qld, Victoria linking to Tasmania, South Australia linking to NT and WA. The Conference was held at Broadbeach in October.

In 2000 Certification was conducted in Yeppoon and Bundaberg. Basic Week Instructor Phases one and two as well as a Faculty Day were held at the Gold Coast in Queensland.

Dr Glasser's fourth and final visit to Australia in 2001 was on a speaking tour of six cities across Australia (Hobart, Tasmania; Melbourne, Victoria; Adelaide, South Australia; Brisbane and Cairns, Queensland), culminating in his attendance at the International Conference organized by Chris and Maggie Bolton in Sydney, NSW. Many overseas participants attended including 70 from the USA, seven from Canada, 17 from Japan, and 53 from New Zealand. There were 83 Australian attendees. The conference also incorporated a Faculty Day and two Certification programs. During this year Dorothy Devine became a Basic Week Instructor.

The 2002 Conference was held in Cairns and Certification and Faculty Programs were conducted. Rob Stones, Narelle Vazquez and June McQueen became Basic Intensive Week Instructors. At the AGM June McQueen was elected President.

Joan Hoogstad achieved Senior Faculty status in 2003. A Faculty Retreat sponsored by the Institute was held in Sydney and attended by 33 Faculty members. Lois Anderson was elected as President.

The hard work and efforts of people in the early years laid the platform for the continued operation of the WGIA at a more measured pace since 2003. Generally speaking training programs for newcomers to Glasser's ideas have been provided by Australian Faculty and Senior Instructors. During this period individuals have pursued their goals to continue their training in Dr Glasser's ideas resulting in them attaining BIW Instructor and Senior Faculty status. Since 2003 the WGIA has continued to provide regular Faculty training to add to our ranks of Australian instructors. In 2006 WGI US reviewed their Faculty Training program and reduced the stages of Training for Practicum Supervisors and Basic Intensive Training (BIT) Instructors to two stages of training with greater emphasis on the role of the Faculty Program Consultant and field work. Since 2002 Joan Hoogstad (2003), Ivan Honey (2006), Dorothy Devine (2008), Gary Garnaut (2010), Dr Ali Sahebi (2011) and Mary Farrell-Jones (2014) have all achieved Senior Faculty. Ivan Honey (2004), Lois Anderson (2005), Gary Garnaut (2006), Helen Parker (2007), Sylvia Habel (2009), Mary Ellen Davis (2009), Bette Blance (2011), Rebekah Russell (2011), Jeff Steedman (2011), Nancy Snow (2011), Kalikamurti Suich (2011), Christine Duffield (2014) and Bruce Lloyd (2015) have gained BIT Instructor accreditation.

Sylvia Habel, elected in 2008, became our longest serving President, (6 years) guiding the WGIA through some difficult years when decisions about the continued existence of the organization and its financial viability had to be addressed. As our members always wanted the organization to continue its existence, Sylvia led the board through creative processes to address our challenges and find solutions. Through her leadership and ability to engage people the organization has adapted and survived.

Bruce Lloyd was President from 2014-2016 overseeing a more financially viable way of operation for the institute and moving to utilising on-line models and electronic technology, consistent with current trends in training and communication. During his term the creation of a new and improved website was commenced with donations received to begin stage one.

### **Current Activity in Australia**

At the present time, Australia has eight Senior Faculty, 14 Basic Instructors, 13 Advanced/Basic Practicum Supervisors, and seven Basic Practicum Supervisors. Our membership is currently 81 paid memberships and 253 people who have taken up the offer of free memberships. Free memberships are offered to all participants of a BIT for the first year after training in an effort to grow our numbers. The number of people who pursue

training courses after their BIT has diminished in recent years. The provision of Practicum programs are hampered by availability of instructors in the geographical area, multiple demands on people's time and funds available.

A drop in professional development funding for schools in NSW led to decreased training in that state. Coincidentally, Dr Glasser's 1996 decision to withdraw support for programs he considered to be discipline based, such as Diane Gossen's "Restitution", may have also caused some challenges for the promotion of his work in this part of Australia. We also lost some Faculty because of it. Around the same time, increased funding in Queensland saw Choice Theory/ Quality School based training programs steadily increase. This contributed to the survival of our organization. Consequently the Australian organization has had to work hard to recover ground in areas where training had decreased.

The hope that was held to make major inroads to the national education community has been impacted by the introduction of national curriculum standards and testing, lack of funding for professional development, and the centralization of school management. Another challenge in maintaining interest in schools was that the RT was linked/taught as a counselling process: there was a major challenge to rebrand the process so that it would align with school and business terminology. Some Australian Instructors while teaching the RT process have rebranded it with terms such as The Reality Therapy Interview and The Positive Outcome Process®

One of the problems arising from the slowing of Choice Theory's popularity and influence is that there are fewer younger professionals undertaking training and with the inevitable ageing and retirement of Faculty there will be fewer opportunities to provide the information. From the early days of being totally reliant on international trainers to meet an ever increasing demand we have come to a time where we have sufficient local trainers to meet a demand that could be much greater than it is. If only we could control the world!!

The Australian Institute has always aspired to gain professional and academic recognition as well as accreditation for the courses provided by the Institute and to diversify its programs. Our Accreditation Committee endorses programs developed by our members that promote the teachings of Dr Glasser. In 1992 The Reality Therapy Training program was recognized by the NSW Psychologists Registration Board and participants received 15 hours accreditation for supervision purposes. Likewise the Australia Counselling Association recognizes those at certification level to become members. Joan Hoogstad's persistence resulted in PACFA, a peak counselling body acknowledging CT/RT as a recognized counselling modality at the same time as it was recognized in the European Union. In 2009, Joan, with the Faculty of the Institute of Reality Therapy South Australia, developed and gained accreditation for a Graduate Diploma in Applied Reality Therapy through PACFA. Ali Sahebi has gained accreditation with the Australian Psychological Association for 14 Credit Points for his two days course in CT/RT. Kalikamurti Suich has gained Credit Points for the BIT for social workers

In 2005 Bette Blance gained approval for those Certified in CT/RT/LM to obtain credit for a quarter of the Masters degree in Quality Teaching and Learning at Griffith University. Judy Hatswell and Kalikamurti Suich gained accreditation of 72 hours for BIT, BP and AIT with the International Coaching Federation. Judy Hatswell has had the BIT recognized by the NSW Department of Education and Training and Rob Stones has successfully had 35 hours for their *Art of Leadership* program recognized at Lead Level for leader's professional development. Nancy Snow gained registration with BOSTIS for a 16 hour course for new

and experienced teachers. Maggie Bolton received an excellence award from The Australia Association of Career Counsellors for the development of training packages based on CT/RT for practitioners in that field. Ivan Honey gained international recognition for his *Get Happier* project, based on the work of Dr Glasser. Dorothy Devine donated her *Housekeeping for Happiness Cards*, sold worldwide to the WGIA as a fundraiser. Joan Hoogstad likewise gave the WGIA the copyright for all her books. What a great way to leave a legacy to help the WGIA financially and continue to promote Glasser's work.

In area Australia is approximately the same size as mainland USA but with a population of around 24 million (currently). This has meant that to provide training to meet demand has required flexibility and creativity. To maintain integrity in the content and delivery of training to people in isolated areas we have had to create methods of provision and negotiate the consistency of standards required by the parent body in the US. This was problematic at times but solutions were generally constructed. However, it sometimes meant that people desiring training and accreditation had to travel large distances at personal cost to achieve their goals. The agreed flexibility and variations in Training were described in the Australian Addendum to Policy and Procedures 1999. These have been amended a number of times in line with current policy and procedures of the WGI US.

The WGI US sent out a memo in 2009 about flexibility to run BITs, in various combinations including weekends, one day a week over four weeks and more flexibility around Practicums on line. As Australia faced similar challenges we welcomed the chance to experiment with the new guidelines as they were in line with our thinking.

Australia was always eager to take up innovation. Bette Blance co-created the *Take Charge of Your Life Program* with other members of the Program Team of the William Glasser International Board and trialed a pilot program in Australia in 2014. In 2016, she was also part of the pilot program of the new William Glasser International approved online BIT program now being offered through a Canadian Community College. She is one of their approved facilitators to run the on line BIT.

### **Australia as an International Influence**

Prior to the existence of a formal organization in Australia our members travelled overseas to gain knowledge, accreditation and experience. There has been an Australian presence at International conferences from as early as the late 1980's. This habit has continued throughout the years. A significant benefit arising from this has been the connections and friendships established between individuals resulting in overseas instructors travelling to Australia to provide training and support, enriching our knowledge base and enhancing our skills. Much early training was conducted in the houses of sponsors as a result of meetings at US conferences with the instructors staying with the sponsor providing an informal but valuable and highly appreciated mentorship to the host.

From a geographically isolated country almost totally reliant on overseas instructors to provide information, support and training in the early years Australia has moved to a position of International influence. The current chair of the William Glasser International (WGI), John Cooper, is Australian. We have had representatives on the WGI since its inception (Ivan Honey, Bette Blance, and Kalikamurti Suich).

From initially being endorsed to only teach in Australia, our Faculty eventually were granted international accreditation. Subsequently Australian Faculty has provided training in many overseas countries including Iran, Singapore, South Africa, Indonesia, New Zealand, and United States, and are very highly regarded for the quality of their content and delivery. We

have progressed from being dependent on overseas instructors to a position of having our instructors being sought by emerging countries.

Even as more Australians became accredited to teach Faculty Programs we have continued to invite overseas instructors to enrich our programs and processes. These instructors include Bob Hoglund, Lynn Sumida, Bob Wubbolding, Bob Sullo, Jean Suffield, Doug Walker, Barbara Jacobson, and Al Montgomery.

We have gathered together this information from trawling the archives and responses from our request for information from those who have been involved in our organization for nearly 40 years. As some records are unavailable, time has blurred clear memories and some events may have been forgotten, this is our best attempt to provide an account of the genesis and evolution of the Australian organization created to introduce and progress Dr Glasser's ideas in this country. Inevitably there will be inadvertent omissions of influential events and names which is unfortunate but unintentional. It would be a positive outcome if readers of this account are subsequently able to provide detail and information that may add to its accuracy and to fill in historical gaps.

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**'The Positive Outcome Process®'** is a variation of the Reality Therapy process developed by Judy Hatswell and used and taught by Judy Hatswell and Rob Stones. It adds 'flipping' (positive re-framing) and 'spiralling' to the original process as taught by Dr Glasser.

**'The Art of Leadership'** is a leadership program which is entirely grounded in Internal Control Psychology. The 6-day intensive program was created by Rob Stones and Judy Hatswell in conjunction with the New South Wales Primary Principals' Association in 2013.

The number of participants has grown in each year, and by the end of 2017 more than 530 Principals and Aspiring Principals from both Primary and Secondary schools will have completed the program.

### **Brief Biographies**

Susan Fleming, Masters Human Services, Dip T, BA Arts(Psych), Grad Dip Social Science (Counseling), Grad Dip (Rehab), Cert in Clinical practice of Reality Therapy, CTRTC, is an Advanced Practicum Supervisor. She is currently president of the WGIA and has served on the board for 13 year in the roles of training officer and 5<sup>th</sup> Director. She is a counsellor and educator and has worked in the field of special education for 36 years. Over the last 16 years she was Principal of a school for primary aged children with severe behavior and adjustment difficulties using CT/RT/LM aligned with trauma informed practices.

Peter Lacey, Masters Ed, CTRTC, is a Basic Week instructor. He has served on the WGIA board as Secretary during the developing years of WGIA and more recently as 5<sup>th</sup> Director. He was an education administrator, working with young offenders. He was also an Organizer for the Australian Services Union, addressing the gender pay gap that had arisen in the Australian workforce and won the first equal pay case recognizing that woman be paid equal value as men's work across the industrial landscape which is now set in industrial law.



**John Cooper and Jean Seville Suffield in Alice Springs 2006**

(Photo courtesy of Jean Seville Suffield)

For more photos and information on William Glasser Institute Australia, visit <http://www.wgia.org.au/>

## LEON LOJK and his LIFE-LONG JOURNEY, 1937-2014

Boba Lojk

### Abstract

This article pays tribute to Leon Lojk, who devoted 40 years of his life to the advancement of Choice Theory and Reality Therapy. As a result of his efforts, Reality Therapy attained recognition in Europe as scientifically grounded psychotherapeutic approach.

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Fifty years ago, in 1965, an American psychiatrist, Dr. William Glasser, wrote a ground breaking book called *Reality Therapy* which became a bestseller in the USA. This was the start of a breakthrough in the development of a new and unknown therapy among other well established therapeutic approaches. At that time, a young Slovenian psychologist, Leon Lojk, received a gift from his colleague - the same book - and Dr. Glasser's ideas contained within it thrilled him. The same excitement for these ideas stayed with Leon for the rest of his life. In his sickroom in September of 2014, already very ill, Leon wrote his last article "Following the development of Glasser's ideas," Three weeks later, on November 17<sup>th</sup> he said goodbye for the last time.

In 2015, the book *Reality Therapy* celebrated its golden jubilee. Reality Therapy got its golden recognition as a psychotherapeutic approach in Brussels, 2008; when the psychotherapeutic establishment of the old continent welcomed it as one among equals in the field of psychotherapy. We owe that recognition to Leon, who dedicated 40 years of his life to achieving that goal.

An uninformed reader may conclude that there is not a better way to live than to work on the task you love with commitment and passion until the last breath. But, it's important to understand the regional context of that time when Leon started working on his goals. He used to say: "I have started at the wrong place and the wrong time. Otherwise it wouldn't have taken so long." The place - the former Yugoslavia. The basic characteristic at the end of 1970s - worker self-management with all its tricks that enabled the "soft" dictatorship of the proletariat; the upbringing of "versatile socialist personalities", which guaranteed single-minded ideological rigidity.

Leon was the Principal of the one institution for delinquent girls in the former Yugoslav republic - Slovenia. The political establishment of that era had imposed the façade of a permissive approach in dealing with the delinquent youth. Many viewed the permissive style to be better than the traditional upbringing from the past - which usually included a lot of



**Bob Wubbolding, Terry Lynch, Boba Lojk and Leon Lojk at the European Conference in Dublin 2005.**

punishment. This new youth upbringing was imposed on institutions politically and functioned like Potemkin villages. Yugoslav authorities were very skilful in hiding their totalitarianism from the world thus creating the façade: 'as a self-governing society we are taking care of human rights having humane prisons and permissive upbringing'.

Leon began to oppose this system and also started to promote Glasser's ideas publically - ideas that he was already applying in his work. The builders of Potemkin villages start to anger when someone begins to pull their facade down. That's why they chose to criticize the proposed ideas and to discard them. Leon's Reality Therapy training in the USA was used against him in a political setup with the threat of 5-7 years of imprisonment on charges of 'abuse of self-management'. Right before the final court session, after two years of depositions, some 'lost documents' were discovered and Leon was found "not guilty". Nevertheless, he lost his job and was excluded from the field of public education.

Many would have given up at that point, but not Leon. On the contrary, he decided to invite Dr. Glasser to Yugoslavia and initiated the first Reality Therapy training. Because there was no appreciation for this in Slovenia at the time, with help from some Croatian colleagues, he managed to organise first training in Croatia in 1984. In the year 1986, the Reality Therapy Association of Yugoslavia was formed, and Leon became its president.

After the breakup of Yugoslavia, almost ten years later, Reality Therapy training started in Slovenia. "Nobody is a prophet in his own country," Leon said. After all the attacks and refusals that he experienced, the interest for Reality Therapy among Slovenian professionals meant a lot to him. When the 1<sup>st</sup> European conference for Reality Therapy was held in Portorose, Slovenia in 1997, he experienced it as his final satisfaction. Dr. and Mrs. Glasser attended that Conference.

Leon was a fighter, and his fighting skills were patience and perseverance. He would never give up what he valued. He wasn't afraid of what lay ahead despite his previous experiences. His studies of philosophy have surely influenced his attitude and his way of coping. We could say he had a stoical stance in life. That was his most prominent quality until the end. He told me: "We shouldn't fear death. While we are here, she isn't. When she comes, we aren't here." Choice Theory for Leon was something he recognised as his own path to personal freedom and happiness, something worth fighting for and worth proving as well as promoting. He considered it 'The ethics of the future'.

Philosophy was his love. He was skilled at expressing himself through psychology. As psychologist, philosopher, and scientist, he utilized his potential to contemplate Glasser's ideas - from the meta-theoretical and scientific standpoints. He has written and published many articles with that topic as well as his booklet: "Scientific Argument for Reality Therapy" published in 2001. We know that from the year 1995 Dr. Glasser started an intensive path of personal development. A view of human behaviour that he developed then, he called Choice Theory, emphasizing the importance of relationships for human happiness. He also defined mental health, and the therapy he has developed he finally named The New Reality Therapy.

Some of these ideas didn't sit well with WGI faculty. Leon didn't turn to those who doubted. Instead, with trust and interest, he followed the development of his teacher and stayed closely connected to him, trying to understand. With his own elaborations Leon facilitated understanding of these new ideas for those he was teaching.

Leon believed that the changes Dr. Glasser introduced led Choice Theory right to the top of a modern understanding of human behaviour, and that Reality Therapy deserves to be recognised as one among equals. He undertook everything that was required in order to achieve that goal. First, he called all Reality Therapy organizations in Europe to cooperate. Then in the year 1999 he founded The European Association for Reality Therapy with its office located in Slovenia. Until 2010 he was the president of the EART. The founding of EART was the beginning of the journey to recognition of Reality Therapy in Europe. Leon was a co-founder of Slovenian national psychotherapy umbrella organization, and first president of its Expert Council. So, 20 years after Reality Therapy was labelled "unwanted" in Slovenia, it entered the 'temple of Slovenian psychotherapy' through the main gate. That was one more great achievement. Leon wasn't vengeful, but a man who is dedicated to connecting and building. He was extremely modest and sensible. In 2007, Slovenian association for psychotherapy granted Leon his Golden Award for development of psychotherapy in Slovenia.

While I'm writing this, I can hear Leon cautioning me that I'm putting him forward, forgetting to mention others who worked with him and those of us who stood beside him. He never talked about his achievements in the first person – always in the plural. He was grateful for the support and he deeply respected his associates. I remember our first trainings for the future WGI faculty. Dr. Glasser and Linda Harshman had given him a mandate to lead the faculty training for supervisors and instructors in these parts of Europe. He advised me not to set a fee for the training. "Let that be an investment in our future," he said. "It's all returning anyway." So, we never changed that rule. Those who decide to train to become supervisors or instructors have 'free entrance.' His colleagues knew him as a caring and generous teacher true to his teaching, who behaved in what he taught others. When I think of him as a teacher, the words from Khalil Gibran's "Prophet" come to mind: "The teacher who walks in the shadow of the temple, among his followers, gives not of his wisdom but rather of his faith and his lovingness. If he is indeed wise he does not bid you enter the house of his wisdom, but rather leads you to the threshold of your own mind." People valued that wisdom and in the times of hardship, followed his initiative with trust.

We had created the European Association for Reality Therapy, but still we didn't get recognition. It was necessary to fulfil specific conditions required by the European Association for Psychotherapy. Everything needed to be documented and Leon took on that job. It wasn't easy. First of all, thanks to the scientific argument he put through to the EAP, in the 2007, Reality Therapy was accepted as a psychotherapeutic approach practised in Europe. For this to happen, EART needed to reach the status of a European Wide Organization. After that a new audition took place, proving that our training complies with the conditions for psychotherapy training in Europe. When EART was granted the status of a European Wide Awarding Organization in 2008, Reality Therapy finally got its full recognition as a psychotherapeutic school. A five-year training that we developed along the way - thanks to changes introduced by the Author and Leon's constant effort to broaden the understanding of Reality Therapy within the scientific context and define its relations to other psychotherapeutic approaches. Without a doubt, all this required a change in the training approach with emphasis on personal experience, as a result of frequent appeals from our participants for additional training hours. When we added up the hours, it turned out that our training complies with the qualitative and quantitative requirements set by EAP.

We were offering training in the Counselling and Training Centre, which Leon founded in the year 1996 as our private company. I remember our flight from London where we had a

meeting with the faculty from Ireland, UK, and Finland working on EART Book of Regulations for Reality Therapy Psychotherapy Training, in December of 2008. There was a lot of turbulence during that flight, but Leon was full of enthusiasm after the meeting - to continue "conquering" Europe. He told me: "None of our children are interested in taking over the work we are doing. There are so many people around us who work with enthusiasm and have our same interests. If this 'thing' falls down from the sky, our heritage will go to people who aren't particularly interested in continuing what we started. I don't want everything wasted like that. We should put our thoughts together with the ones who share our vision and organise an institute." And so in the 2009, along with 20 more colleagues we organized the Institute for Reality Therapy, today European Institute for Reality Therapy. All our business was transferred to the Institute. On the opening ceremony of the Institute, he poured me a glass of champagne and toasted: "Now, the planes can start falling peacefully again. I know there are people who will continue putting in the effort." In 2011, when the Institute got the accreditation as EAP's training institute and with it the possibility for all of our participants, after completing the five-year training, to automatically obtain European Certificate for Psychotherapy, Leon experienced the payoff of his all efforts. He was happy.

Leon was diagnosed with cancer in the Spring of 2010. During the first 50 days he survived four serious operations. During his fourth operation I was hardly overcoming fear. When they finally wheeled him into the ward, he winked at me and said: "Chirp, chirp, I'm still alive!" That was Leon! He was always cheerful and ready for a joke. After getting back from the hospital I wanted him to slow down, and suggested to him that he rest for a while. "You are forgetting", he said, "the circumstances don't steer my life, I steer. I don't want to ail, I want to live and above all, that means to work. There are so many things to do. We have to write the book. Without it, it's almost as if we didn't do anything." The book, unfortunately, never saw a sunrise even though we were both working on it. He asked me to promise him to finish what we started. I promised.

Four years he defied the illness. He lived a full life and did all the things he loved to do. When the L.A. conference was announced in 2012, he decided to go. He wanted to meet his teacher one more time. The journey was hard and his aches were strong, but by the look on his face when they finally met I knew it was worth it. "Reality Therapy is already pretty old Bill," he told him. "We are both in wheelchairs".

Leon was full of energy and enthusiasm. People admired that enthusiasm and optimism that he used to spread with his every appearance at any conference. His last appearance was at the European Reality Therapy Faculty Retreat in Medulin, Croatia, in September 2014. He was a keynote speaker. His planner was full until the end of 2014. "What I don't finish, you will," he told me.

For me, who has spent 28 of the most wonderful years of my life with him, Leon was a king. Noble, just, and persistent in everything that he did. He was a faithful husband, tender and compassionate, the man who gave family highest priority, caring and friendly father to every one of our children, loving and patient grandfather to our grandchildren. It was impossible not to love him.

## **Brief Biographies**

**Boba Lojk**, social worker, psychotherapist, senior instructor at William Glasser International has developed an original approach to teaching New Reality Therapy based on personal experiences. Along with her husband Leon she set up the five years reality therapy psychotherapist training as well as four years reality therapy counsellor training. Boba is EART general secretary and confounder of Training and Counselling Centre in Slovenia that in 2009 became the European Institute for Reality Therapy (EIRT).

Boba was the first director of EIRT. Her contribution is that EIRT in 2011 has been recognized by EAP as The European Accredited Psychotherapy Training Institute (EAPTI). Thanks to this recognition as EAPTI every student who becomes RT psychotherapist through EIRT's program automatically gets European Certificate for Psychotherapy (ECP) through direct award by EAP.

**Leon Lojk**, psychologist, psychotherapist, senior instructor at William Glasser International, and a founder of the Training and Counseling Centre in Slovenia (1996), established the evidence that Choice Theory Psychology as well as Reality Therapy has its foundations in science and philosophy. His "Scientific Argument for Reality Therapy" was the basis of Reality Therapy recognition in Europe as scientifically grounded psychotherapeutic approach.

In 1999 Leon established European Association for Reality Therapy (EART). Under his leadership EART gain full acceptance as a regular member of the European Association for Psychotherapy (EAP) by the EAP in Brussels, 2008.

Moreover, in 2009 the Training and Counseling Centre was in 2009 established as the European Institute for Reality Therapy (EIRT). EIRT at the moment provides the reality therapy psychotherapy training in Croatia, Bosnia & Herzegovina, Finland, Malta and Slovenia.

Sadly, Leon passed away on 17th November, 2014

## **FOLLOWING THE DEVELOPMENT OF GLASSER'S IDEAS: KEYNOTE TO 5<sup>TH</sup> EART FACULTY RETREAT, MEDULIN CROATIA, SEPTEMBER 2014 (Part 1 of 2)**

Leon Lojk, with a forward by Danko Butorac

### **Abstract**

This submission is an edited transcription of Lojk's keynote for the 5<sup>th</sup> EART Faculty Retreat, Medulin Croatia, Sept. 2014. In part one of his keynote, Ljok discusses some of the philosophical and theoretical approaches that have been used to explain human behaviour. Ljok compares these ideas to William Glasser's Choice Theory. Finally, Ljok explains how the incorporation of Choice Theory with Reality Therapy lead to the New Reality Therapy.

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### **Forward**

Danko Butorac

Reality Therapy has a prestigious status in Europe. It's the therapy with a pedigree of "scientifically valid psychotherapeutic approach". In practice, this means that Reality Therapy Psychotherapists can get the same certificate as any other psychotherapist such as the ones who trained Gestalt, psychoanalysis, CBT or other scientifically valid modalities.

Credits for this go to the efforts of Leon Lojk and his colleagues. Leon provided scientific arguments for Reality Therapy which are also presented in this keynote transcription. Without an understanding of how Dr. Glasser's theory relates to some important meta-theories (philosophy) and science, Reality Therapy could have never reached the status that it has in Europe today. That's why we consider the content of this article extremely important.

To have an evidence-based therapy means that the therapy works, and that it works well over a wide range of application. Then to have a scientifically valid theory means that it is rooted in science. The following article provides argument for scientific validity of Dr. Glasser's theory.

### **Keynote**

Leon Lojk

In this part of the world we changed the CT/RT training respecting Glasser's idea of New Reality Therapy. I would like to share with you the basis for that. This article will be rather theoretical. We are practitioners after all, not scientists. Why then theory? Because we believe that theory is the place where we can harmonize our understanding. In practice we will always be unique. I also believe that we need to know something about meta-theories, which are described briefly in this talk, because they are a basis for everything we do. More details can be found in *The Scientific Argument for Reality Therapy* (Leon Lojk, Alinea, Zagreb, 2001).

## Theory

### Understanding Causality in Philosophy and Science

Final causality represents the greatest problem to scientists (also psychologists). Clinical and social psychologists are the ones who use explanations for behaviour based on final causality more often than others. This, however, means a risk that their approaches will not be accepted as scientifically proven.

When, after several centuries, Aristotle's essays were rediscovered, Christianity ruled all over Europe. In the spirit of that time it understood Aristotle's final causality as God's plan, from the creation to the doomsday. Thus, the final causality was misunderstood. By thinking that a goal referred to the future, they assumed that the future influenced the present. The huge progress of science, especially physics and mechanics, in the last few centuries, was based on research on linear chains of causes and consequences. No one who considered themselves to be a scientist could accept such a distortion. Scientists simply considered every explanation within final causality as something leading towards mysticism, away from science. At the time, teleology meant mainly deity teleology, and therefore something unreliable.

In the 17<sup>th</sup> century, science was mostly influenced by philosophers of empiricism, who followed the example of the contemporary physicists. Thomas Hobbes claimed any given experience to be unipolar. For example, »one« never means »non-one«. He refused dialectic logic which claimed that the moment we showed an »A« to a child, he immediately thought of what a »non-A« was.

John Locke claimed that the exclusive nature of psychological processes is »cause – consequence«. The process of deciding does not exist, as this would require final causality to be explained. Even when it seems that an individual is making a decision, it takes time for a person to overview the data already written in his brain.

Locke-Newton's theory of scientific nature was obvious. It was reductionism-oriented, leaning onto efficient and material causality and remained dominant until the 20<sup>th</sup> century; partially even throughout the century. Psychology has always wanted to be a science, which is fine, but in a context of understanding what is and what is not scientific it has never dared to accept teleological explanations of behaviour.

Kant understood the human mind to be a creator of meanings and not only a deposit of the meanings. He would not believe that a person is born as tabula rasa. Kant described himself as being a 'critical realist' believing that the world and things in itself, noumena, do exist (realist), but can never be recognized as such directly. Everything we know about them is conveyed to us through our senses and categories. Our experiences of things are therefore indirect; things 'for us' being phenomena.

In physics, Ernst Mach, Albert Einstein, Niels Bohr, Werner C. Heisenberg have shown us that even when dealing with the 'queen of all science' we can learn something from Kant; from a critical realist. They have again doubted the empirical data as a direct experience of reality (noumen).

Today, we have become used to the fact that we cannot directly experience everything we wish to have some knowledge about; the curvature of space in Einstein's theory, the big bang in Hawkin's theory of the birth of the universe, space and time, only to mention the most popular examples. It is very likely that albeit fantastic discoveries, such as the genome, we will never understand 'the universe of life' in its one meaning.

Let's see now an example: how the diagnosis "depression" looks like from Locke's point of view:

## John Locke

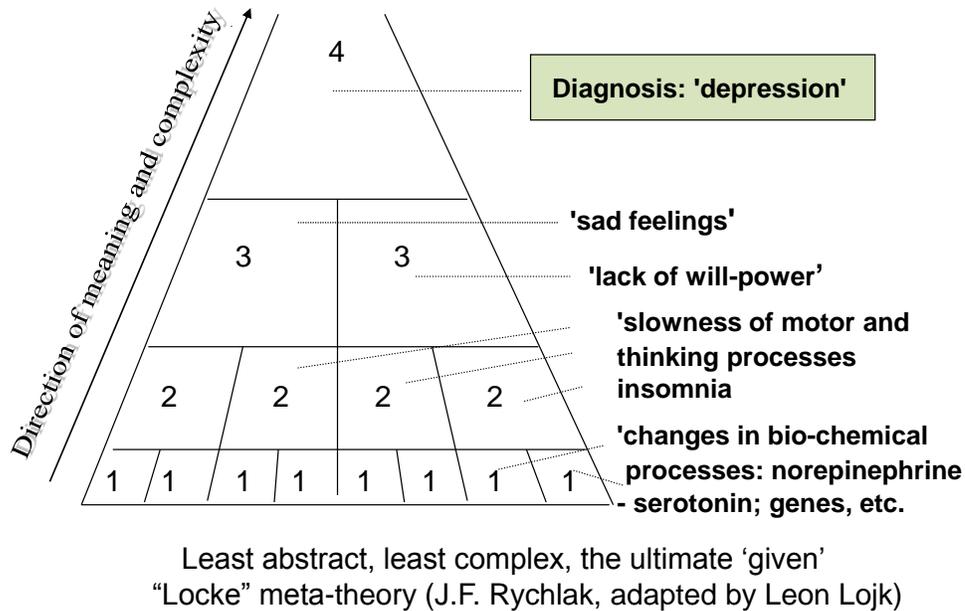


Figure 1

Locke's meta-theory (Figure 1) can help us understand reductionism in science. It is an explanation of complex phenomena from below upwards: we explain depression (4) with lack of interest and sad feelings (3) with some physiological processes (2) and we explain those with biochemical processes (1). The more abstract the notions, the fewer details are taken into consideration. This is illustrated by narrowing the scheme into a triangle. As abstractions can be performed on any number of levels, the triangle does not close at the top.

Level 1 represents the ultimate given. This is where the theoretical analysis stops; therefore, this level should be taken for what it is. It is inseparable, irreducible, without paradoxes, as a substrate to all that is being explained.

Following this approach, a higher level of abstraction also means a higher complexity of a notion. The notion of depression (on level 4) includes sad feelings, lack of will-power (level 3), slowness of motor, thinking, etc. processes (level 2) while these include different biochemical processes in the organism (level 1). Complexity is shown by layers of trapezoids, growing along with the level of abstraction.

## What would Kant say about the same problem?

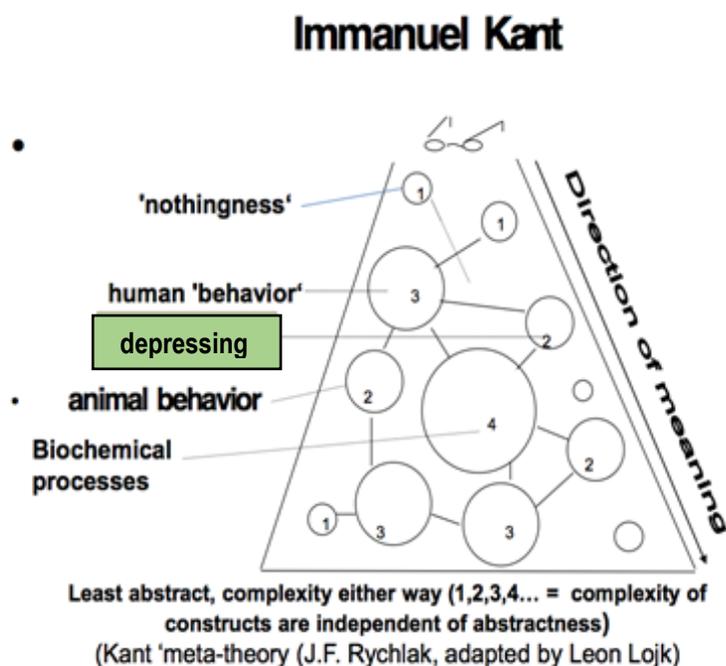


Figure 2

The Kantian meta-theory is conceptual (see J. F. Rychlak, 1981). E. Kant uses glasses on top of an open triangle to represent categories of understanding (Figure 2). These glasses have been there since our birth or even before that. Even though the understanding of the world changes through life experiences, we never experience things directly as they are in existence (noumena) but only through our senses and categories as our own constructions (phenomena). Ernst Mach used Kantian meta-theory with his theory of correctness of multiple theories, explaining the same phenomenon. The direction of meaning runs always from highest abstraction downwards. Before we understand the meaning of a theory we must realize whose viewpoint (through which glasses) the constructs are being created from. The ultimate given lies in the unique nature of the glasses through which we observe the world.

Complexity of some phenomenon (represented by circumference of the circles) in Kant's meta-theory, need not be the same as abstractness. The notion of 'nothingness' is highly abstract and extremely non-complex as it is not related to anything but dialectically to 'being,' Depressing is an abstract construct, but it can only be connected to the intention of controlling one's close ones and an excuse for inefficient living; therefore, it is, not so complex (the circle 2). Biochemical processes which can occur along with the depressing behaviour are more complex, but less abstract (Circle 4) than the behaviour of depressing. The situation is just the opposite in the case of Lockean meta-theory! " *Since Locke was a realist who believed that meaning relations existed as 'input' from reality, it is right to think of all higher-level concepts having been abstracted from the initial input, level 1*". (J.F.Rychlak, 1981). Therefore, depression (level 4) is more abstract and complex than sad feelings and lack of will-power (level 3), that are explained with physiological processes (level 2) and less complex and abstract bio-chemical processes (level 1).

The scientists that follow Locke's beliefs will approach reality 'from outside', create theories and be sure of their objectivity, while the scientists of Kant's beliefs will constantly ask themselves in what way have their 'inner' intentions and assumptions influenced the research of reality.

Albert Einstein, with whom Kant was very close, pointed out (sorry, I lost the original issue of the quote):

*Everything conceivable is constructive and not derivable in a logical manner from immediate experience. Therefore we are in principle completely free in the choice of those fundamental conceptions upon which we base our picture of the world. Everything depends on this alone: to what extent our construction is suitable for bringing order into the apparent chaos of the world of experience.*

For us who believe in Choice Theory psychology that way of thinking and constructivism is close as well.

After his book *Reality Therapy in Action*, (1998) and his articles in the Newsletters and Bulletins Dr. Glasser made a new move, starting to talk about *Counselling with Choice Theory* – no more about RT but about *New Reality Therapy*.

### **Dr. Glasser Started to Urge WGI Faculty to Use the New Reality Therapy**

I believe, some of Dr. Glasser's statements could help us to understand these urges more seriously. We all know that CT is the basis for lot of applications. However, do we understand how powerful the changes were that Dr. Glasser made by stressing Counselling with Choice Theory (CT) and abandoning the "old" Reality Therapy? We continue to use the name Reality Therapy (RT) and New Reality Therapy (NRT) as a trade mark but we have changed our understanding.

After Dr. Glasser, the author of RT and CT, started talking about Counselling with CT or NRT he said that the old RT was a good therapy but NRT or Counselling with CT is better. Dr. Glasser said: "I urge faculty to start teaching the NRT. You will find it to be more effective and more exiting. We need to escape from the artificial restraints of the old RT but continue to use what is still useful from the old steps – they may still apply if we use them carefully – but in a far less arbitrary way." (Newsletter, Winter, 2000)  
We have begun wondering, why would NRT be better? In Dr Glasser's Corners (Newsletters: Spring 1999, Spring 2000, and Winter 2000) and his post-1996 books he wrote about what he meant with NRT.

*"...If you read those sessions carefully (Francesca in Chapter Six and Terry in Chapter Nine of the book Choice Theory), you cannot help noticing that what I did bore little resemblance to the original description of RT. Following the steps in a way they could easily be recognized, either in order or even out of order, no longer existed."*

Dr Glasser changed his beliefs describing them in Choice Theory: *"...the core problem (excluding poverty, incurable disease, and/or political tyranny) of all human beings who are unhappy is their inability to get along with each other to the extent that they want. Therefore, when counseling with NRT, the counselor focuses from start to finish on that core problem. This means that the goal of the therapy is to help clients improve their relationships..."* (Newsletter, Winter, 2000)

Some faculty members were confused: "Where are now the unsatisfied basic needs?" Since we understand that relationship is our behaviour, which we use to satisfy our basic needs in relations with other people, we are not confused any more. When the client understands CT

beliefs and experiences it in the relationship with the counsellor, he/she is enabled to develop better connectedness with the important people in his/her life and thus satisfies the basic needs that lead to happiness and mental health!

Dr. Glasser: *"To help clients improve or create new relationships, it is well within the NRT to ask them to evaluate how their present behavior is getting them, or not getting, what they want. But I caution not to ask for this evaluation until you are sure your relationship with your client is strong enough for you to predict the positive answer. If you ask this question prematurely, you may harm your relationship with your client...and therapy. But I also caution that you not ask the question if the answer is so obviously positive that the client will question your judgment for asking it."*

Because of that *"...the script such as: 1. Find out what the client wants; 2, determine what he is doing to get it; 3, ask him to evaluate what he's doing; and 4, help him to make a plan to do better... any part of a script may be inappropriate to the goal of the therapy at the time you use it. Learn to use your own judgment; don't be a slave to a practice or procedure. (Newsletter, Winter, 2000)*

Dr. Glasser's words *"Teach people CT. Teach also the client CT because all long lasting mental problems mean that those people are not connected or are losing some important connectedness,"* lead us to understand that people are not connected because they practice External Control Psychology beliefs that harm their relationships. By teaching them CT we enable them to make new connectedness or restore old ones and in this way clients find or regain well-being and mental health. But before they start to explore and experience Choice Theory psychology beliefs, they need to recognize External Control Psychology beliefs as the main reason for their unsatisfying relationship. On that basis we changed our approach of teaching CT.

It is not enough that a therapist teaches the client the logic of CT without offering him/her an experience of connectedness with him/her during the therapy. All kind of psychotherapies stress the relationship between therapist and client.

If all different psychotherapies stress the meaning of relationship during the therapy, what is special about this demand in the NRT? In the NRT the connectedness is not only the means that facilitates the achievement of the therapy's goals but it is also the goal itself: experiencing and understanding the connectedness through Choice Therapy beliefs during the therapy enable the client to develop satisfactory relationships in his/her life. Besides, our definition of the relationship is rather different than definitions of other psychotherapies that understand the relationship during the therapy as an interaction between therapist and client.

### **Procedures – Process**

At the beginning many of us understood that developing a relationship is a part of the therapy that serves another part – healing efforts. From our point of view NRT differentiates the procedure from the process. Today we understand *procedures* as some actions from outside that could help the client to find a solution for the problem but that is based on External Control Psychology. On the other hand, NRT offers the *process* as inner change during the therapy, when the client abandons the External Control Psychology beliefs that he can change other people's behaviour as well as that somebody or something else can produce his misery. Therefore, the process is accepting CT psychology beliefs which help in a larger sense to find a long term solution.

All these changes in our understanding led us into searching for some additional approaches of teaching NRT or Counseling with CT. Dr. Glasser has helped us by suggesting in the Newsletter how to teach NRT and how to understand self-evaluation during the therapy.

In the Newsletter, Summer 2004 Dr. Glasser stressed that during the therapy the client as well as the therapist are doing self-evaluation all the time. If the therapist has Choice Theory on his mind he is doing self-evaluation rather than simply asking the client to self-evaluate his behavior. He said that the therapist's self-evaluation is the core of Reality Therapy.

We understood that the therapy would be successful, if the client were able to do self-evaluation based on Choice Theory beliefs. This will be possible only if the therapist does the same in his/her relationship with the client. Self-evaluation, which is based on External Control Psychology beliefs has no sense in NRT.

### **Where Did These Differences in Understanding Emerge From?**

Dr. Glasser, as an extremely successful practitioner, never cared very much about theoretical basis until his meeting with William Powers. He had never stressed from which theoretical standpoint he developed his CT ideas, so it is not easy to place CT - not only as a therapy but also as a general approach to helping people (schools, lead management, etc.) among other approaches.

The development of Dr. Glasser's ideas was important in forming two levels of understanding: RT and NRT. RT and CT were never firmly identified with one of the main psychological approaches such as psychoanalytical, behavioural, humanistic, cognitive, phenomenological, biological, etc. They were rather defined negatively, by what they are not. They are not psychoanalytic or behavioural, as the author moved away from psychoanalytic and behaviour psychiatry already at the beginning. They are not humanistic, because later on he moved from the humanistic approach of building a more human environment and instead emphasized the development of the internal control system by connecting to others. They can also not be identified with a biological approach, especially after he has recently rejected bio-psychiatry again.

### **Linear and Circular Causality**

With his suggestion to move from Reality Therapy toward Counselling with Choice Theory (NRT) he abandoned linear causality (External Control Psychology) and suggested a circular one (Choice Theory psychology). Thus he moved away from cognitive psychology toward second-order cybernetics. His accentuation on: "*Counsel all the time with CT on your mind...*" shows, as Maturana and Varela would say, "*an inseparable link between actions and experience, between our existence and picture, we construct the world... It means that our behaviour is comprehension (knowledge) and vice versa, every comprehension of behaviour creates our world*" (Maturana, Varela, 2012). We are aware that Dr. Glasser leads us to the top of modern understanding of human behaviour and, with his CT, shows us Archimedes' fulcrum to move the poor relationships among people on planet Earth in a better direction. I believe that this creates a change and a paradigm shift, a revolution in a whole psychology not only in RT psychotherapy!

I do not want to be megalomaniac and I am not saying that we are here to change the whole world moving it from the fulcrums... we would just like to realize Gandhi's idea "*Be the change you want to see in the world!*" Mahatma Bill brought us to the new more scientific

way with CT! Here is not place for a profound analysis of this, yet we will have to do it once in the near future.

Let's review now different approaches to behavior through different theories. In the 'table 1' *Different Approaches* you will find different ways that psychologists use to change the very unusual behaviour, known in psychology as »psychopathological«.

In the first **column** you will see how different theories understand present environment, behaviour, structure and personality dynamics, causes of difficulties and helping procedures. In the first **row** you can find the approaches: medical, psychodynamic & psychoanalytic, behavioural, phenomenological & humanistic, evolutionary-systemic.

Arrows show the direction of the causes of suffering. According to the medical and psychodynamic approach the causes lie in anomalies in the organism or in the psychic apparatus caused by the outside elements or blockage of the development of 'libido', everlasting energy. To start healing, deep psychology is necessary to get insight and transference. The behavioural approach understands the cause as wrong conditioning or learning in the past; reconditioning is necessary to recover.

So far we have dealt with linear changes from the outside toward the inside with medication, insight techniques, conditioning. With the phenomenological approach we start to help from the inside toward the outside, yet there is still linear causality. At the evolutionary-systemic approach for the first time I drew the loop arrow coming back from the environment to the person; it means that by perceiving input, the outside variables have been changed by the person. So, the person shows the purpose of its behaviour: s/he controls the input variable as a closed system!

Most of the psychological understanding of the causes of behaviour is explained as an efficient cause, partially also as a material cause; the final cause with purposeful behaviour was considered as non-scientific until cybernetics emerged.

## Different Approaches to Explain The unusual (Psychopathological) Behaviour

APPROACH	MEDICAL	PSYCHODYNAMIC & PSYCHOANALITIC	BEHAVIOURAL	PHENOMENOLOGICAL (HUMANISTIC)	EVOLUTIONARY –SYSTEMIC – AUTOPOETIC REALITY THERAPY
PRESENT ENVIRONMENT	More/less healthy environment		Environment with actual stimuli	Env seen though the phenomenal field as person's subjective reality	Reality as comprehended by a person regarding its inner settings in quality world
BEHAVIOUR	Symptoms as consequence to the causers	Deflection to 'symptoms', regressed behaviour and other defence mechanisms	Maladjusted, ineffective behaviour	Behav. is goal oriented, organized by the phenomenal field, but it is not reaching the person's desires	Behaviour effective or ineffective, conscious or unconscious is always purposeful and total and it is chosen to control 'external' variables
PERSONALITY /ORGANISM  STRUCTURE AND DYNAMIC	Organ disfunctioning  Differences of biological origin	Deflection to 'symptoms' or regression of the behaviour as a substitute when satisfaction of drive is frustrated  Disturbances of the person's energetic system, disturbances of the mental apparatus: Id, Ego and Super-ego	Processes of motivation learning, perception.  Differences in the operation of the biological systems that mediate learning, perception, motivation	Humans have an inclination to become fully functioning, to reach the congruence between ideal self and real self  All that experienced by an organism, consciously or not is phenomenal field. The organism experiences itself and the world in the phenomenal field.	Person chooses the behaviour  To get chosen perceptions  Comparing place  (reference signals) Pictures in the quality world  Genetic instructions to satisfy five needs: Belonging, power, fun, freedom, survival
CAUSES	Known, proved or hypothetical causer	Destroyed equilibria in energy systems (blockage of drives in early childhood)	Anomalies in current motivation or past learning or biological systems	Discrepancy between what one wants to be and what one is.	Evolutionary gained pre-knowledge demands satisfaction of basic needs. Unsatisfactory or non-existent connections with people prevent satisfaction of he needs, and problems emerge.
HELPING PROCEDURE	Medicaments, surgery, advices, rehabilitation	Making unconscious conscious. Through transference reaction to the therapist the insight where the psychosexual or interpersonal relations stuck is provided	Principles of learning theory are applied to behaviour, eliminating the results of faulty past learning.	Providing a safe climate that helps clients make self-exploration and recognize blocks to growth and experience formerly denied features of self.	Reconnecting disconnected client, first in the counselling situation. Teaching him that all our behaviour is purposeful, that we choose action/thinking components of total behaviour. Evaluating behaviour and goals, a client chooses effective behaviour and more realistic goals.

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[Editor's note: You can find more about this in part 2 of Ljok's keynote, which will be published in the Fall 2017 journal, featuring future applications of Choice Theory and Reality Therapy. Leon's keynote will continue his discussion on how we can move from the discussion of theory to the practical application of these ideas.]

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### **Brief Biographies**

**Leon Lojk**, psychologist, psychotherapist, senior instructor at William Glasser International, and a founder of the Training and Counseling Centre in Slovenia (1996) established the evidence that Choice Theory Psychology as well as Reality Therapy has its foundations in science and philosophy. His "Scientific Argument for Reality Therapy" was the basis of Reality Therapy recognition in Europe as scientifically grounded psychotherapeutic approach.

In 1999 Leon established European Association for Reality Therapy (EART). Under his leadership EART gain full acceptance as a regular member of the European Association for Psychotherapy (EAP) by the EAP in Brussels, 2008.

Moreover, in 2009 the Training and Counseling Centre was in 2009 established as the European Institute for Reality Therapy (EIRT). EIRT at the moment provides the reality therapy psychotherapy training in Croatia, Bosnia& Herzegovina, Finland, Malta and Slovenia.

Sadly, Leon passed away on 17th November 2014

**Danko Butorac**, psychologist and psychotherapist working at the „Family centre“ - a state-funded counseling service in Senj, Croatia. In his daily practice he works with individuals, couples, families and groups. As the member of the European Institute for Reality Therapy faculty board, he is involved in providing training programs - supervising and teaching Choice Theory. Currently president of the European Association for Reality Therapy (EART). Happily married, father of five wonderful children.

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## **Special Edition Guest Editors**

**Sasha N. Cervantes**, Ph.D. is an Assistant Professor of Psychology at Governors State University in Chicago, IL. She specializes in the cognitive neuroscience of memory, is currently researching individual differences for false memory in younger adults, older adults' use of retrieval cues, and has published on age-related decline in neural reactivation during recollection. She has also developed video tutorials for Sage Publications on memory, cognitive neuroscience, and cognitive psychology based study strategies.

**Alli Cipra**, Ph.D. is an assistant professor at Governors State University. She has contributed to *The Sage Encyclopedia of marriage, Family, and Couples Counseling*, and served as a reviewer for *Psychological Reports* and *Journal of Research in Childhood Education*. She has also created multiple video tutorials for UPG Media on various topics within developmental psychology. Her own research in human development in the family context is ongoing.

**Brenda Faulkner**, Ed.D. is a Licensed Professional Counselor and is of the Director of the Student Counseling Center and Chief Mental Health Officer at Tarleton State University in Stephenville, Texas. Additionally, she is an Associate Professor with the Tarleton Graduate Counseling Program in Clinical Mental Health. She is a Glasser Scholar and is the co-author of numerous articles on self-efficacy and the instruction of Choice Theory with at-risk college freshmen.

**Mary Amanda Graham**, Ph.D. is an Associate Professor at Seattle University in the School Counseling Program. She has worked in community counseling settings as well as schools. She is a certified school counselor for the State of Washington and has worked in elementary, middle and high schools. She has also served in the role of Director of Upward Bound and Talent Search. Dr. Graham is Reality Therapy Certified and a Glasser Scholar. Her research interests include creativity in counseling, counseling supervision, school counseling advocacy and social justice advocacy..

**Sonya Lorelle**, Ph.D., is a professor of counseling at Governors State University, in Illinois. She is a registered play therapist and has clinical experience and written articles in the area of International Counseling.



**Janet Fain Morgan; Joycelyn Parish; Ashby Kinder; and Charlotte Wellen, Toronto 2014**



**Maggie Bolton, Toronto 2014**



**2010 International Conference in Nashville, Tennessee, USA**

Front row left to right: Brian Lennon; Juan Pablo Algure; Bill and Carleen Glasser  
Back row: Conference participants from Columbia



**Conry Davidson and Nancy Buck at WGI-US Conference Las Vegas, 2015 Ken Larsen in Background**



**Bruce Allen and Bob Hoglund 2004 Conference, Chicago**



**2010 International Conference in Nashville, Tennessee, USA**

Front row: Carleen, Bill, and Pam Glasser

Back row: Juan Pablo Algure; Linda Harshman; Judy Comstock; Masaki Kakitani; Janet Fain Morgan; Unknown; Ellen B. Gélinas; Mitch Messina; Jim Montagnes; Lucy Billings Robbins; Unknown; Brian Lennon



**Dr. Debbie Joffe Ellis, Dr. Albert Ellis, and Dr. Glasser at the Evolution of Psychotherapy Conference, CA**



**Pam Louis auditioning for Doug Walker and Bruce Allen**



**Lynn Sumida and Maureen McIntosh, Toronto**



**Sandie and Bob Wubbolding**



**Dr. Jon Carlson , Judy Comstock, Pat Robey, and Dr. Glasser, at 2004 International conference. Jon made Bill an "Honorary Adlerian" at the NASAP conference; in return, Bill made Jon an "Honorary Glasserian." Jon, Bill, and Bob Wubbolding were all named *Legends in Counseling* by the American Counseling Association**



**Lura Peters, Brian Lennon, and FitzGeorge Peters**



**Jae-Hwang Park and Friends at the 2014 International Conference in Toronto, Canada**



**Shruti Tekwani, Lois Knapton, and Kim Olver in Korea, 2016**



**All is great at WGI conferences!**



**Bill and Carleen with group from Aunt Martha's Youth Services, Inc: Sylvester Baugh, Pat Robey, Jean Myers, and Bernadette Maune (front)**



**Hand in Hand for Happiness in Korea 2016**

Front row left to right: Anastasia Park; Sandie Wubbolding; Rose In-za Kim  
 Back row: Bob Wubbolding; Willa Casstevens; Beverly LaFond; Kim Olver; Lois Knapton; Janet Fain Morgan; Sharon Carder Jackson; Shearon Bogdanovic; Pat Robey; Carleen Glasser; Nancy Herrick; Marty Price

**The Future: New Faculty in Singapore! 2016**





**The Future: New CRTCs and Advanced Week Participants! Malaysia 2016**

**The Future: Students at Yangeob High School, the first Glasser Quality School in Asia. Korea, 2016**



**The Future: Basic, Advanced, and Faculty Trainees with Kim Olver and Pat Robey Chicago, 2016**



**The Future**

