

# Making Psychotherapy More Effective and Affordable Through a New Focusing-Based Architecture Introducing Conjoint Macro-DF (Macroshifting-Domain Focusing) Psychotherapy (CMP)

By Robert L. Lee, Ph.D. © 2017

The Macro-DF 4-day Retreat has cost about \$500 tuition for over 20 years. Next one is in Sardinia, Italy, 18-22 October 2017  
NEW: For countries where this fee is a limitation for many people, I have designed a 6-day Macroshifting Retreat for 30 people for \$300 tuition. That is not a typo! The retreat can be non-residential where people commute each day—lowest cost.  
Sometimes, someone donates a place for a residential retreat at a low cost and that is as economical as the commuting retreat.

## Beginning Ideas

A. Modern democratic society with egalitarian values benefits from widely available effective psychotherapy and vice-versa. That is, the evolving social political change of modern democratic society supports personal growth. Social-political change and Personal Growth are mutually implying.

B. Long term psychotherapy with “timely deep change” including growth in integrity, is most exciting for individuals and for society. Changing the Unchangeable and Macroshifting are two names for my theory/method for delivering “timely deep change” including growth in integrity.

C. Modern democratic society eventually overcomes the stigma of psychotherapy and psychotherapy expands and begins to play a role in the overall health of the society. Then come problems in the social costs of widely available psychotherapy, and that results in a limitation or restriction in its growing availability, to the detriment of the mutual implying of Social Political Change and Personal Growth.

D. A Focusing-based architecture emerging from Macroshifting and Domain Focusing which I developed, may be able to resolve this limitation by delivering more for less. This architecture will be laid out in this article.

E. Between 1998 and 2011, I led some 13 formal focusing certification programs of 2.5 years each. They were all based in my method of focusing called Domain Focusing. Seven groups were all-psychotherapist groups. Three were mixed groups of therapists and other professionals, and three were groups for non-therapist professionals. From the experience of leading these programs, there is much implying.

F. Psychotherapists very often report entering the certification program motivated to strengthen their skills as therapists. On conclusion of the program they report satisfaction with the improvement of their therapy skills: However, they report high satisfaction and excitement about the unexpected amount of growth which came from my 4 component training program. These were mostly therapists with 20-plus years of experience and abundant training in various growth models beyond their licensure.

In my keynote presentation on a panel at the 2014 Focusing Oriented Psychotherapy (FOT) conference, I asked, “Might it be wise to create a psychotherapy based on the structure of these Domain Focusing training programs?” The architecture I will present later is exactly such a structure.

G. Several of the same group of very experienced psychotherapists who had done many years of their own therapy, conducted their own informal research on their therapy sessions as a client with their long-term psychotherapist compared to their egalitarian focusing partnership which came out of the certification program. They reported that this tracking research went on for months or even a couple of years, and they concluded that the focusing sessions were usually equal or better in value compared to the psychotherapy

session with their long-term therapist. Eventually they reluctantly terminated the long-term psychotherapy (or psychoanalysis) as they could not continue justifying the cost when focusing partnership is free. This informal research was not coordinated meaning they didn't know others were doing this tracking nor was I aware of this informal research going on. It was a natural and spontaneous process. The conclusions and the natural spontaneity of the informal research are quite remarkable!

H. A note to those unfamiliar with Focusing and Focusing training programs: Focusing is a method coordinating thinking and experiencing to find naturally implied forward steps for problems and dilemmas. It has an exceptional philosophical underpinning and a sound empirical foundation. Focusing Partnership is an egalitarian exchange where one is a focuser exploring growth while the other listens actively and empathically. Then, the two change roles. In training programs, weekly partnership is required and there are new partners every few months if not more often. By the end of the program, most people have a steady ongoing partnership. The training program also includes beginning to apply Focusing to your field of interest, expertise or passion. Because Focusing is the practice of a new philosophy with fertile implications, it tends to be innovative wherever it is applied. During or after the program many participants form ongoing weekly partnerships which can last a few months, a few years, or even a few decades. New partnerships can form. [Some people have difficulty establishing these ongoing partnerships and that is an excellent project for macro work as it usually has roots in a deeper reluctance or difficulty in really belonging.]

*Break 1: Questions about these beginning Ideas*

Conjoint Macro-DF Psychotherapy (CMP) is the name of the new architecture I have designed to deliver more success in timely deep change than Good Weekly Individual Psychotherapy (GWIP). Good Weekly Individual Psychotherapy is a very valuable process. I aspire to offer that as a psychologist, and I value it and I know it has carved out a major place in the world which will continue. At the same time, I am excited about this more effective and more affordable psychotherapy I have developed (CMP), and its potential for solving a major global dilemma.

### Explanations

Conjoint refers both to the coordination of four components to achieve a strong architecture and to the small group monthly guided sessions where individual work is in the context of two or more people. Conjoint also fits with Domain Focusing and its 4 domains and how they function conjointly. Conjoint also fits with the eight strategies of macroshifting and how they function conjointly. Conjoint also fits with how Macroshifting and Domain Focusing function together.

Virginia Satir founded Conjoint Family Therapy. She was an early mentor of mine and set me on a solid path for my passion for growth through attendance at two of her monthlong events. Conjoint also harkens back to her work.

#### 4 Components of CMP (Conjoint Macroshifting-Domain Focusing Psychotherapy)

1. (annually) 4-day Macroshifting Retreat or economical 6-day Large Group Retreat
  2. (monthly) Small Group of 2-4 (e.g. 3-person 3 hour, 2-person 2 hour, or 4-person 4 hour) online or in-person guided sessions with Lee;
  3. (monthly) large group (10-20) modified changes group for discussion of macroshifting and domain focusing theory and methods + division into 1-time partnership scheduled at each pair's convenience;
  4. (weekly) partnership exchange with other members in your small group of 2-4 people.
- This 4-component approach is similar to the structure I used in my 13 certification training programs in Domain Focusing. People who did these programs reported unexpected high growth during the program.

Macro refers to my theory and method of Macroshifting (Changing the Unchangeable). In that theory/approach "micros" are all challenges where a shift brings a small change and further shifts bring more change which ultimately results in substantial change. Microshifting is neither minor nor insignificant. Think macro and micro economics—both are incredibly important. Simple Macro Definition: A macro is something you have tried to change without success. Given your other accomplishments in life it doesn't make sense that you would fail with this change effort.

Many approaches have predictable success with "micros": psychotherapy, western pharmaceutically oriented medicine, growth models, spiritual models (western and eastern), body-oriented models (e.g. Yoga, Shiatsu, Cranial-sacral, Alexander, Feldenkrais, Trager ).

"Macros" do not change in that predictable way like micros. They may have an initial "stone wall" where no shift comes. They may have an early shift which does not continue despite significant effort. They may have a series of shifts and then you find yourself back at the beginning. They may have many steps forward to the point of thinking you have had a Macroshift only to have it all undone with a huge setback.

I know of no method which has high predictable outcomes with macros. If Conjoint Macro-DF psychotherapy (CMP) establishes a strong predictability for macroshifts, it will position this approach to be in demand.

A Macro can be more in the area of mental health. A macro can also be more in the area of physical health. I have identified 7 additional areas where macros often emerge. These include relationships of all kinds: friendships, couples, familial, hierarchical relationship above and below,  
\*collegial

\*professional development

\*community development

\*Integrity growth

\*social-political change

\*spiritual development

\*mundane habits which seem too small for "macro" but fit the macro definition: "something you have tried to change without success... it doesn't make sense that you would fail."

Annual Retreat of 4 days (8-16 people) or NEW: Retreat for 6 days for Large Group (30 or more)

I have taught the 4-day retreat for 20 years. The theory/method is well developed and it now has eight strategies and over 70 lessons to draw from. In the retreat, I present 10-15 lessons with breakout for partnership at least twice/day. Usually there are about 8-10 exercises as well. In larger groups of 16 or more I will have a co-leader or two. I work with 3 people in each breakout in a special format so each person gets an egalitarian focusing turn, an egalitarian listening turn, and a guided session by myself. My co-leaders work in a similar way. There is plenty of guidance. I try to arrange it so every day each participant is working with me or a co-leader. I usually can work it out that I can work with each person twice during the retreat.

Participants make a substantial beginning to their macro project and they get oriented to the strategies I have developed out of Gendlin's philosophy for Macroshifting.

Participants build a Macroshifting supportive community and small groups form out of the retreat group and others wanting to do a monthly small group for a macro year.

Learning, guided sessions, lots of focusing partnership, immersion into the theory/approach, joy, all these are ingredients of a macroshifting retreat.

New. The Macroshifting 4 day Retreat has cost about \$500 tuition for over 20 years. For countries where this fee is a limitation for many people, I have designed a 6-day Macroshifting Retreat for 30 people for \$300 tuition. That is not a typo. The retreat can be non-residential where people commute each day—lowest cost. Sometimes, someone donates a place for a residential retreat at a low cost and that is as economical as the commuting retreat.

It is possible to do more retreats in a year and fewer monthly sessions. It is possible to do all monthly sessions. It is possible to do a 12-class online course meeting approximately every other week. There are many variations in format and always new ones are emerging to fit the needs of different people and groups.

*Break 2: Mini-Exercise: (one of following 3 from a Macroshifting Retreat) Naming your macro; Getting Help from your Past; Stranding your Macro.*

Domain Focusing

Domain Focusing is an evolution of focusing basing itself in Eugene Gendlin's work but building his concept of crossing further into the process through Domain Linking, and by adding the domains of self-empathy and BodyBody. Gendlin describes the interaction between intellect and experiencing already, though not as domains.

There are 4 domains: thinking, experiencing, being, physical body. Each domain has its own logic and its own avenues into the implicit. Linking from one domain to another is a logic crossing. From my perspective, the shifts of focusing emerge both from entry into the implicit through any of these domains and from logic crossing.

The pragmatic names of each domain are a bit different. The name of the Thinking Domain is “Issue and Situation” because identifying the issue or situation is an early task of the thinking domain. “Exploring felt sensing” is the name of the “Experiencing Domain”. “Self-Empathy” is the name of the beingness domain. You can access your favorite approaches to spirituality, whatever they are, through self-empathy even if you tend toward atheism (Gendlin, the atheist, would refer to spirituality as “the larger system” with the reverence of a spiritual person.)

“BodyBody” is the name of the bodywork domain. It differentiates Gendlin’s implicit and felt sense in “body-environment” from this more restricted physical body (BodyBody). Within the skin sack of BodyBody, however, there is a universe to be explored. You can seamlessly access your favorite approaches to bodywork, posture, and movement through the BodyBody domain.

Domain Focusing was built to go deeper and to have stronger outcomes than regular Focusing. It articulates 24 avenues into felt sensing. It incorporates many aspects of Gendlin’s TAE (Thinking at the Edge) into its thinking domain. While self-empathy and bodybody domains each have their own original articulations, they also seamlessly allow the modern developments in spirituality and bodywork/movement to be utilized. Domain Focusing was built for macroshifting while enhancing microshifting (for things which change more easily and in a more straight-forward way.) Focusing generally is great at microshifting, and those changes can be significant not small nor minor.

*Break 3: Mini-exercise: I will guide the group in Domain Focusing so that you become familiar with each of the domains as well as with Domain Linking from one domain to another.*

#### Focusing Partnership/Domain Focusing Partnership

Good focusing partnership skill enables you to enter a Macroshifting 4 day retreat or the new Macroshifting 6 day “large group” economy retreat. (This retreat is specially priced for people living in economies where my US fees are too high for the average person.)

While Domain Focusing Partnership becomes increasingly important along the way to Macroshifting, good focusing partnership skill in any focusing style usually functions enough to get started.

Some of the many aspects of Domain Focusing which are NOT found in focusing generally:

- a. 20 different ways of listening depending on which domain and which phase the focuser is exploring
- b. abundant paths to self-empathy as the help and lubrication in focusing.
- c. cross-lingual domain focusing partnership for dyads having an imperfect common language
- d. a comprehensive approach to difficulty in felt sensing
- e. access for your spirituality and your bodybody expertise to enter into the process
- f. TAE (Thinking at the Edge) methods are built into the Domain Focusing thinking domain
- g. Schematizing (see below)

Self-guided Domain Focusing Sessions using the Schematizing (Gendlin term) method of Domain Focusing is slowly learned during macro work. It is based on becoming your own good listener. It is based on strong skill in partnership. It does not replace partnership but supplements partnership. It is also ideal for working with events which occur which seem strongly relevant to your macro work.

*Break 4: Mini-exercise. We will do the initial steps of a solo Domain Focusing session where your writing is functioning as the listener so that you can have an initial sense of Schematizing.*

### Monthly Small Group (2-4) Guided Sessions

In the macro year, you often start with a Macroshifting retreat and then form small groups for monthly Macro-DF guided sessions. You do Domain Focusing partnership weekly with the other people in the small group. With high skill in partnership, you can achieve 70-120% of the outcome of a good weekly individual psychotherapy session. However, the guidance of psychotherapy is missing. Thus, we have the monthly small group, 3-person 3-hour sessions where each person is guided intensely for 30-40 minutes.

Timeliness. These monthly small groups (online or in-person) are designed to insure timeliness of change and to keep the change process moving. The monthly sessions are active in preventing setbacks, insuring quick recovery from non-cataclysmic setbacks and preventing cataclysmic setbacks. These group/individual sessions counter the tendency to self-sabotage or to unconsciously act out their flaws in character. These sessions work to strengthen integrity. I will expand on each of these below:

1) Timely Deep Change. If you are involved in macro psychotherapy toward insuring timely deep change, there is intentional effort to be sure that the deep change (macroshift) occurs in a timely way/soon enough, that it does not take forever. If a father of a 1-year old enters psychotherapy because he is getting too angry at the 1-year old, it is NOT timely if it takes 25 years of psychotherapy to get a deep change. He and his child need the change to happen much sooner.

2) Setbacks. Macroshifting Psychotherapy seeks to accelerate the deep change so it is timely and it succeeds often enough that it is predictable. Consequently, in Macroshifting psychotherapy (CMP), there usually is a small but significant acceleration of deep change. Along with this acceleration comes a vulnerability to setbacks. It is CRUCIAL to prevent cataclysmic setbacks and only allow non-cataclysmic setbacks. It is important to recover as quickly as possible from non-cataclysmic setbacks. It is important to use non-cataclysmic setbacks as a clue to your macro blind spots. Training in a macroshifting retreat annually, emphasizes preventing cataclysmic setbacks, recovering quickly from non-cataclysmic setbacks, and getting clues to your macro from the non-cataclysmic setbacks once you have recovered from them.

3) Self-sabotage/Character flaw. When a client engages in self-sabotage, or when they unknowingly replicate their character flaw in their choices, Focusing partnership will not lead you to challenge or question those directions as well as a good psychotherapist would. The monthly small group/individual sessions sustain this function of traditional psychotherapy.

4) Building Integrity. Focusing partnership is usually weaker than long term psychotherapy in strengthening character, in building integrity. Macroshifting and Domain Focusing (Macro-DF) give special emphasis to building integrity. The annual retreat engages the individual in their journey into their own integrity, both strengths and weaknesses thereof, and the monthly small group/individual sessions work further on this process. A principle: "Success in Macroshifting hinges upon growth in integrity."

These group/individual sessions have a small didactic regarding Macroshifting, Domain Focusing and/or an exercise to sustain learning and prepare for the guided sessions. People get an impact by witnessing the other sessions, and they learn Domain Focusing and Macroshifting by seeing it experientially.

Classically these sessions are 2-person 2-hour; 3-person 3-hour; or 4-person 4-hour. The 3-hour and 4-hour sessions are often divided into two sessions per month of 1.5 or 2 hours each. The sessions can be in-person or online.

In these small group sessions, there is a brief exercise or discussion of a theme, intense guiding individually, and live discussion/sharing of impact by the witnesses after the session. I move between 4 chairs to help witnesses, the person being guided, and myself. I sit in the chair representing the domain I think the focuser is primarily functioning in. Periodically, when I guide using Domain Linking (linking from one domain to another), I move to the chair representing the Domain I am guiding the person into.

Over 16 years this small group format has proved to be the best format for sustaining explicit focusing work for:

- \*People new to Focusing
- \*Short term Focusers
- \*Long term Focusers
- \*Highly skilled Focusers
- \*Focusing Leaders

In my experience, this small group with individual guiding and post-guiding discussion is SIGNIFICANTLY STRONGER than 1:1 psychotherapy or 1:1 coaching/consultation for encouraging psychological growth and sustaining explicit focusing work. It is highly educational for learning about focusing and listening. Guiding these sessions is the highest-level skill in Conjoint Macro-DF Psychotherapy (CMP).

When I teach guiding to Macro-DF practitioners, the intern guide makes a reflection and then holds the reflection to find the implying in their deepened understanding (coming from reflecting) and finds the suggestion from Macroshifting/Domain Focusing which fits. The reflection is an action step for the guide.

*Break 5: Mini-Demonstration of a small part of 3-person 3-hour session*

Monthly Changes Group for building community in large group (10-20) modified for discussion of Macroshifting or Domain focusing theme of the month.

Each person has a chance to share and ask about the theme of the month in a facilitated group discussion. At the end of the group there is a division into pairs for a one-time focusing exchange at another time of their mutual choice.

Why a changes group in this format?

Changes Groups are extraordinary in building community. Community strengthens mental and physical health and professional development.

Changes Groups are the best model for developing strong listening skills. Macro year focusing partnership requires strong listening skills. Macro-DF practitioner training requires strong listening skill.

Changes Groups build a large group of people who would be willing short-term partners for you. A key macro method when all roads are blocked in macro work, is to sense among many possible partners who would be best for a partnership to break the 'roadblock', to resolve the 'stalemate', to open the 'room you are trying to exit where all exits are locked'. You cannot use this method easily unless you have developed a large pool of potential willing partners for short term partnership exchange—1 to 3 sessions. Changes groups are also great at developing the rapport to enable such short term partnership.

Domain Focusing has its own style of Changes Group and has 4 principles for dividing up into dyads and triads.

*Break 6: Mini-Demonstration of an accelerated Domain Focusing Changes Group*

#### Social Change and the Economics of Conjoint Macro-DF Psychotherapy

In the evolution of psychotherapy socially, there is a recurring pattern as countries modernize. Stigma toward psychotherapy goes down, and psychotherapy becomes broadly popular supporting the overall evolution of the society. The fees of psychotherapists go up, and the cost of broadly available psychotherapy becomes problematic. Every society then initiates mechanisms to limit psychotherapy in order to control cost to the society. The mission of psychotherapy in social evolution thus becomes somewhat blocked.

The architecture of this therapy is designed to be equivalent or more effective than Good Weekly Individual Psychotherapy (GWIP)—my concept. In each country/region of the world, I want the Macro-DF model to develop such that the annual cost is 40-60% of the cost of a year of Good Weekly Individual Psychotherapy (GWIP). I want this model to be the first with decent predictable success with Macroshifting, to things which are very difficult to change. In relation to GWIP, (Good Weekly Individual Psychotherapy) I want Conjoint Macro-DF Psychotherapy to accomplish enduring Macroshifts (timely deep change) in 40-60% of the years of Good Weekly Individual Psychotherapy.

\*What normally takes 20 years in Good Weekly Individual Psychotherapy (GWIP), I want Conjoint Macroshifting/Domain Focusing Psychotherapy (CMP) to accomplish in 8-12 years.

\*What normally takes 10 years, I want CMP to accomplish in 4-6 years.

\*What normally takes 5 years, I want CMP to accomplish in 2 to 3 years.

\*What normally takes 2.5 years in Good Weekly Individual Psychotherapy, I want Conjoint Macroshifting/Domain Focusing Psychotherapy (CMP) to accomplish in 1 to 1.5 years.



Do the Math! 40-60% annual cost of Good Weekly Individual Psychotherapy (GWIP) with equal or greater outcome in a year is a significant lowering in cost. Achieving an enduring macroshift (timely deep change) in 40-60% of the years normally required in GWIP, makes the overall cost .4-.6 (usual annual GWIP) X .4-.6 (# of years of GWIP)= .16-.36 of the usual cost for a Macroshift via GWIP (Good Weekly Individual Psychotherapy). If people know that the long-term cost of psychotherapy (CMP) is now 1/6 (.16) to 1/3 (.36 is close to .33) of GWIP, and more likely than GWIP it will make the prospects for engaging in the necessary long-term work, much more possible and attractive for a broad sector of society.

Moreover, at 16-36% of the total cost of a Macroshift (of a timely deep change), every National Health Insurance would become interested in this model of psychotherapy. More importantly, a broad sector of society who cannot imagine spending and risking the money for long term Good Weekly Individual Psychotherapy, can now consider that amazing journey via CMP (Conjoint Macro-DF Psychotherapy). It would not be necessary to lower fees for psychotherapist pay per hour, because the savings is coming in the architecture of the model.

The access to real psychotherapy would be increased significantly. Many more people could consider this process. The current need for national health plans to cut back on psychotherapy after the stigma of psychotherapy is overcome (because it becomes so popular), would be somewhat resolved. Psychotherapy could resume being a force for social change in society.

In Democracy, the Conjoint Macro-DF Psychotherapy (CMP) model, can once again allow psychotherapy to be a force to counter Democracy's periodic vulnerability to fascism or regression to oligarchy.

In Oligarchy, the Conjoint Macro-DF Psychotherapy (CMP) model, can be a force toward democracy, distribution of wealth, and human rights.

In Totalitarian regimes, the Conjoint Macro-DF Psychotherapy (CMP) model, can be a force toward democracy, distribution of wealth, and human rights.

The next step with CMP is research with further participants. The aspirations are broad and deep so working out the research is certainly a huge task. It is also time to be developing practitioners who could lead the process. The first step in becoming a practitioner is to do a year (macroyear) of CMP. May the process be moving, touching, inspiring, and fun as well.

See Lee's bio on following page.

Robert L. Lee, Ph.D. is the founder of Macroshifting and Domain Focusing. He is a theoretician and innovator in Gendlin's Implicit Tradition. He has been an international leader in training Focusing Trainers, Focusing Oriented Psychotherapists (FOT) and in developing Coordinators (who are authorized to train trainers and FOT's). He has led 13 certification training groups. He led the Advanced Certification Weeklong at The Focusing Institute in New York for 7 years.

Development of Focusing Leaders. Many Coordinators, FOTs and Trainers have come out of the Macroshifting/Domain Focusing tradition with substantial work with Lee directly:

Suzanne Noel, Coordinator, Costa Rica, followed Lee on the leadership team of the annual Certification Weeklong

Charlotte Howorth, Coordinator in NYC and experienced trainer of FOT's

Helen Hawes, Vermont Coordinator teaching Focusing-oriented Drawing retreats at her center

Carlos Aceituno, Guatemala Coordinator, involved in a psycho-spiritual crossing with Focusing

Jane Quayle, Coordinator-FOT and focusing community developer in Sydney, Australia

Beatrice Blake, Coordinator, developer of community wellness project in El Salvador

David Rome, Coordinator, developer of Mindful Focusing, Board of Focusing Institute

Beth Mahler, Coordinator-FOT in New Jersey

Donata Schoeller, CNT, and leading professor of Gendlin's philosophy

Evelyn Fendler-Lee, CNT, and TAE trainer for DAF (German Focusing Institute)

Eleanor Buscher, former Coordinator-FOT and community developer in New Jersey

Jude Cobb, FOT Psychologist, co-developer of 3-person 3 chair 3 therapist innovation

Joanne Stickles, FOT, co-developer of 3-person 3 chair 3 therapist innovation

Jonathan Foust, Trainer, founder of D.C. Mindfulness Center

Cynthia Callsen, FOT, founder of Metro Focusing in New York City

Neil Dunaetz, Trainer, a leading teacher of the Philosophy of the Implicit

Macro-DF develops focusing leaders who think independently.

Psychology: A licensed psychologist, Lee has outlined 4 Faces of Focusing in Psychotherapy and has developed special methods for using focusing with anxiety and depression and with couple and group psychotherapy, including Empathic Opportunity Coupling.

Focusing: Lee has developed a new model for teaching focusing (Domain Focusing), he has developed a theory and practice for change on the macro level for stubborn problems (Changing the Unchangeable through Focusing--Macroshifting), he has developed a comprehensive practice for working with difficulties in felt sense formation (Elusive Felt Sensing). He has developed a method of "Cross Lingual Focusing Partnership" for people with an imperfect common language for one or both people. This practice has been used at many Certification Weeklongs and several international conferences of focusing.

Service: Under the inspiration of Humanistic Psychology giant, Clark Moustakas, Lee served as Coordinator and Chair of the National Psychology Advisory Association (Humanistic and Transpersonal Psychology Program Graduates) and often on the board of its sister organization, the Consortium of Diversified Psychology Programs, for 13 years.

At the invitation of Eugene and Mary Gendlin, Lee served on the Transitional Board of The Focusing Institute in 2014 and was instrumental in helping the Institute evolve past the Founder stage.

Lee was a major contributor to establishing New York City as a leading location for Focusing in the United States.

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