



DR. PHILIP MERRY

Global Speaker, Consultant, Trainer, Facilitator, Coach, Author



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I. SPEAKING, TRAINING, FACILITATION, COACHING, CONSULTING

Philip has 38 years experience as a keynote speaker, retreat facilitator, trainer and consultant in 59 countries. He is founder and CEO of Singapore global consulting practice PMCG which provides services to Singapore and global organisations in the following area:.

1. Lead the Future: Synchronicity, Intuition, Heart Coherence and Strategic Foresight in a Changing and Volatile World
2. Building High Performing Multi-Cultural Global Teams
3. Global Leadership: Personal and Business Transformation
4. Global Cultural Intelligence
5. Career Self-Leadership and Building a Whole-Hearted Appreciative Culture

Keynote, Training and Coaching

Philip has lived and worked in Asia for the last 33 years and is a well known team, leadership and cultural intelligence consultant, trainer, speaker, coach and facilitator. He is a specialist in helping organisations and teams understand and master change by building understanding and collaboration between those who see the world differently. He has conducted learning events in over 100 cities in 59 countries for 38 years, helping them navigate today's changing landscape in order to influence bottom line, teamwork, performance, conflict, JV's, leadership and co-operation. His lively experiential sessions link cross-cultural development with solving real current business issues.

In demand as a facilitator – organisations comment on his high level of skill when working in situations where difficult interpersonal and intercultural dynamics are impacting business results. His clients commend his ability to put people at their ease and establish a learning climate where people from different cultures feel comfortable to discuss sensitive business issues.

“I rate Philip Merry among the top ten percent of consultants I have ever worked with, and the best on leadership issues in cross-cultural settings.”

Prof. Dr. Frank R Rijsberman – Former Director General, IWMI

Facilitation

Philip is a master trainer of trainers and specialist in facilitation of team retreats, and leadership conferences helping them understand change and achieve results while ensuring active participation and a collaborative engaged atmosphere. He has worked at the highest levels for 16 years with the United Nations as Facilitator/MC, with both Senior UN leaders and Senior Government members from a variety of Nations, as well as working with some of the worlds best known MNC's. He has facilitated conferences and retreats in NY, Singapore, KL, Tokyo, Las Vega, Fiji, Turin, Sri Lanka, Norway, Papua New Guinea, Malaysia, Bhutan, Laos, Vietnam, Indonesia, Syria, Kenya, Ethiopia, Switzerland, France, Thailand and India. This often involves having responsibility for design and MC of 3-4 day events whilst also acting as a facilitator in dialogs between groups and countries in dispute.

“I was pleased and impressed to have someone so thoroughly comfortable in leading the group. Through your dexterity and skill, you helped us to navigate to what I think was a widely shared feeling of satisfaction and appreciation for a job well done.”

Steven Stone, Chief Resources and Markets Branch, UN Environment

Consulting AND Corporate Leadership Experience:

Philip speaks with authority because as well as 26 years of running his own leadership consulting business has had a variety of full time leadership training and consulting experience in organisations including:

- 27 years CEO PMCG: Singapore
- 2 years Head of Organisational Development: Reuters Asia
- 2 years Head of Leadership Development: Reuters Asia
- 6 years Assistant Director: Roffey Park Leadership Institute UK
- 2 years Manager of Leadership Development Training: London Borough of Brent
- 1 year Director: Leadership Unit for the Sri Lankan National Youth Council
- 1 year Assistant Manager: VSO Sri Lanka and Maldives
- 8 years Certified Family and Marital Counsellor: London Borough of Lambeth

Master Trainer in Accreditation of Team Facilitators

Philip has been accrediting team facilitators for 25 years in the Belbin Team Profiling methodology. He is sole regional representative of Belbin in Singapore and has accredited over 200 team facilitators from Geneva, New York, Norway, UK, Spain, Singapore, Thailand, Malaysia, Myanmar, China, Japan, Australia, New Zealand, India, Ireland, France, Holland.

Educational Background

In 2017 Philip was awarded his PhD from Tilburg University and became the only person in the world with a grounded theory PhD in Synchronicity and Leadership. Using a cross disciplinary approach his PhD explored research from heart coherence, self-leadership, positive psychology, stakeholder coaching, appreciative inquiry, systems thinking, quantum physics, and he is integrating his research into his work with leaders and teams in their quest for personal and business success and optimal solutions to organisational issues. Philip has an MSc in Business and Management Research from Henley Business School and a BA in English & American Literature from Manchester University plus a variety of other certifications outlined in section 7 below.

Philip appears regularly on Channel News Asia and is known variously as “Mr. Happiness”, “Mr Synchronicity” or “Mr. Culture”. Born in England Philip has lived in Asia for 31 years, and in Singapore since 1990. He practiced for 8 years in London as a certified marriage and family therapist, and was at one time a London taxi driver. Born in UK, he has lived in Singapore since 1990.

2. CLIENT COMMENTS

Steven Stone, Chief Resources and Markets Branch, UN Environment

My sincere appreciation and thanks for all your hard work and really superb facilitation of our branch retreat in October 2017. I was pleased and impressed to have someone so thoroughly comfortable in leading the group to points of learning, and watching how it all unfolded so well! Through your dexterity and skill, you helped us to navigate to what I think was a widely shared feeling of satisfaction and appreciation for a job well done. You helped bring us together in a way that was truly novel and that has helped us on our way.

Prof. Dr. Frank R Rijsberman – Former Director General, World Bank International Water Management Institute

"In all this work Mr. Merry and his company have provided IWMI with the highest level professional services in the area of team and leadership development. His personal style, as a trainer/coach/presenter, has received top ratings and feedback from participants from every session that I have seen. In short, I rate Philip Merry among the top ten percent of consultants I have ever worked with, and the best on leadership issues in cross-cultural settings."

Penny Lee | Senior Manager Corporate OD | Boehringer Ingelheim

Phil was the orchestrator and educator for our Global Leadership Programms responsible 6 events for over 200 people, held in Singapore, Tokyo, Shanghai and Istanbul. He was the anchor of the program, and was responsible for building a constructive climate, where people felt comfortable to contribute. We had representatives from Germany, US, UK, France, Holland, Sweden, Brazil, Mexico, Venezuela, China, Japan, South Korea, Indonesia, Malaysia, Singapore, Thailand, Philippines, India, UAE, Tunisia, South Africa and Turkey. Phil received very strong and positive feedback on his ability to build rapport and connect with people, regardless of cultural background. He had a particular skill bringing people together, and inspiring them around the topic of leadership, in a way that crossed cultures. Many of the participants still talk about the magic that Phil was able to weave during the program, and the impactful memories they have of him speaking.

John A. Malitoris, Executive Director, Duke Corporate Education

In addition to being a great speaker and educator, Phil has a wonderful way of establishing his credibility with the group while also building good relationships. Phil's strong front of the room presence, speaking skills, deep global experience (working in nearly 60 countries), good relationship building and listening skills, intelligence, and comfortable manner not only help participants relate to him but create a safe environment for learning and raising challenging questions.

Roldan C. Paraguison, PRISM Project Coordinator, PhilRice, Philippines

Philip Merry was employed by Philippine Rice Research Institute (PhilRice) to facilitate our Team Leadership Building activity. Philip is kind in nature, spoke with passion, communicated effectively to everyone, sensitive to the diverse culture of participants, and bringing much attention to details of relationships within the project structure and process. He was pleasurable to talk and work with, and everybody felt important in the team building activity. He was fair and just, giving equal opportunity to every participant. He was worried, felt concerned, and helped participants to learn and interrelate with the big group effectively regardless of culture, social standing, and rank in the organization.

HR Manager Andreas C. Bieringer African Oxygen Ltd.

"Philip Merry was our keynote speaker at our South-East and Asia Management Conference where he was giving an enormous inspiring speech and workshop facilitation to an audience of 300+ participants from more than 15 countries across South-East Asia on "Empowering People". Philip gave us practical examples and hands-on advice on the benefits of empowerment and in demonstrated to us areas where it can lead to superior results that helped our organisation to move forward in successful collaboration."

Shahrukh Marfatia - Former HR Manager Asia, Nokia

"I have known Phil Merry for a long time now, he is an extra-ordinary consultant, trainer and most importantly partner, who has the gifted ability to establish rapport and win trust with diverse audiences right away. His forte is cross cultural teambuilding, leadership and management education and assessment and development of senior level managers. I have worked very closely with Phil over the years and feel I can always turn to him in any of the above areas or indeed for coaching or counseling even top managers in very difficult situations."

3. FACILITATION AND TRAINING PROJECTS

Location	Focus	Industry
1. Iraq	Team retreat	United Nations
2. Kenya, Ethiopia, Panama	Women's Leadership Workshop	United Nations
3. Brazil, Syria, Kenya, Sri Lanka, Indonesia, Philippines, Peru, Mexico, Malaysia, Nigeria, Columbia	Women's Mentoring Workshop	CGIAR – Global Agricultural Research Centres
4. Las Vegas	Global Diversity	US Investment Bank
5. India & Mali	Life/Work Fulfillment	World Bank
6. Singapore	Multi-Cultural Team Building	US Law Firm
7. Sri Lanka	Cross Cultural Project Leadership	International Water Mgt Institute
8. Bogor Indonesia	Gender & Diversity Associates Conf	World Bank
9. Cairo, Egypt	Team Facilitation/Coaching	International Water Mgt Institute
10. Norway	Developing Company Values	Global CEO and Mgt Team - European Paint
11. Beijing	Work Life Balance	UK Chemical
12. Bhutan	Positive Psychology meets Gross National Happiness – Team Development	United Nations
13. Malaysia	Emotional and Cultural Intelligence	Malaysian Oil and Gas
14. Sri Lanka	Coaching – Leadership	World Bank
15. Nigeria	Resilience & Happiness at Work	Global Agricultural Research
16. Syria	Team Development	World Bank Body
17. Singapore	Cross Cultural Negotiating Skills	Australian Construction
18. Singapore	Family Communication	Australian Construction
19. Shanghai	Cross Cultural Team Building	US Banking
20. Kenya	Women's Leadership Workshop	UNEP
21. USA, Brazil, Finland, Thailand, Singapore, India, China, Italy, Germany, Japan, Malaysia, Indonesia	Building Cross Cultural Project Skills	European Telecom
22. Beijing, China	Managing Customer Relationships	European Telecom
23. Sydney, Australia	Cross Cultural Leadership	International Leadership Consortium
24. Sydney, Australia	Cross Cultural Coaching	Australian Finance
25. Singapore	360 Leadership Coaching	European Telecom
26. Singapore	Senior Management Team Building	US Banking
27. Japan	Cross Cultural Effectiveness	European Finance
28. Singapore	Team Building	Australian Construction
29. Paris	Team Building	World Bank
30. Sri Lanka	Cross Cultural Leadership	International Water Mgt. Institute
31. Bangkok, Thailand	Cross Cultural Leadership	UK Chemical
32. Columbia	Mentoring for Women Leaders	Centre for Tropical Agricultural Research
33. Sri Lanka	Mentoring for Women Leaders	International Water Mgt Institute
34. Indonesia	Mentoring for Women Leaders	Centre for International Forestry Research
35. Kenya	Mentoring for Women Leaders	World Agroforestry Centre
36. Seattle, USA	Cross Cultural Leadership	European Telecom
37. Sri Lanka	Leadership Coaching	International Water Mgt Institute
38. Penang, Malaysia	Leadership	World Fish Center
39. Hong Kong	Leadership	Insurance
40. On-Line	Facilitator at Virtual Diversity Conf	Global Agricultural NGO
41. Singapore	Belbin Certification	European Oil
42. Beijing	360 Leadership Coaching	European Telecom
43. Shanghai	Cross Cultural Leadership	European Chemical
44. Hong Kong	Developing Leaders	European Banking
45. Ireland	Executive Leadership Program	European Internet
46. Düsseldorf	Cross Cultural Leadership	European Telecom
47. Italy	Belbin Team Roles Certification	UN Staff College Singapore
48. Maldives	UN Country Team Retreat	UN Country Team Maldives
49. Singapore	Managing Cultural Diversity	European Chemical
50. Peru, Mexico	Developing Women Leaders	Centres for Potato & Maize Research
51. Turin	Belbin Team Certification	UN Staff College
52. Turin	Cross Cultural Team Building	UN Staff College – RCS team
53. Penang	Values Devlpt & Team Building	Board Chairs Global Research Centres
54. Istanbul	Global Leadership	European Pharma

4. UNITED NATIONS PROGRAMS 2004 - present

1. UNFPA Lead facilitator Youth4Youth National Peace Symposium – Sri Lanka
2. UNFPA Retreat – Sri Lanka
3. UNEP Retreat - Geneva
4. UNICEF Retreat - Malayisa
5. UN Country Team retreat – Iraq
6. UNEP Women Preparing for Leadership x 5 – Kenya
7. UNDP Retreat – Iraq
8. UN Country Team Retreat – Bhutan x 5
9. Positive Psychology & Gross National Happiness – all UN Bhutan all Staff
10. Men & Women Working Together – UNICEF South Africa
11. “Delivering as One” – UN 18 Arab Country Team Conference – Lead facilitator - Cairo
12. UNDG Management Group “4 Ones” Conference Facilitation for 90 Senior Staff – NY
13. UNDP Retreat Maldives
14. UN Reform Leadership Workshop – Papua New Guinea
15. Team facilitation/Belbin certification UN/facilitators – Geneva
16. UN Country Team UNDAF – Maldives, Fiji, Papua New Guinea, Samoa, Timor Leste
17. UNDP Belbin Team Role Certification – New York
18. UN Country Team Strategic Planning Retreat – Maldives
19. Belbin Team Role Certification & Cross Cultural Workshop – UN Staff College Turin
20. UNDP Strategic Planning Retreat – Papua New Guinea
21. UNHCR – Leadership Development – Geneva
22. UN Bhutan – Training needs analysis for Govt. Officers
23. UN Staff College Turin - Belbin Trainer Certification, Appreciative Inquiry for Trainers
24. UNECA, Ethiopia, UNON Nairobi - Women’s Leadership Workshop
25. UN, Panama – Women’s Leadership Workshop
26. UN Bangkok – Facilitator, UN Women Strategic Workshop
27. UN Bangkok – Facilitator Senior Mgt. Workshop, UN Strategy for APAC Middle Income Countries
28. UNCT Retreat India – Facilitator at country retreat
29. UNDP Retreat Lao PDR – Facilitator
30. UNDP Laos – Cross Cultural Conflict Handling
31. UN Asian Senior Managers – Lessons Learnt, New Ways of Working with Asian Countries
32. UNDP Regional Management Meeting, Kuala Lumpur
33. UNDG Asia-Pacific Meeting with UN Resident Coordinators in Asia-Pacific

CONSULTATIVE GROUP INTERNATIONAL AGRICULTURAL RESEARCH

1. Women Leaders Mentoring Programme 2008-2010 – AWARD; CIAT - Colombia, ICRAF - Nairobi, IWMI – Sri Lanka, CIFOR - Indonesia, ILRRI – Nairobi, ICARDA – Syria, CIP- Peru, CYMIT – Mexico, IRRI - Philippines
2. Multi-Stakeholder Global Team Development - Comprehensive Assessment team IWMI
3. Cultural Diversity Econf – Gender & Diversity Programme - On-line Diversity facilitator
4. Team Building and Needs Analysis - Centre for International Forestry Research
5. Team Facilitation – Food & Water Challenge Program - Egypt + Coach to CP Co-ordinator
6. Virtual Teams – IWMI, ICRAF, Challenge Programme
7. Water Week Facilitation – IWMI - conference for 90 people
8. Leadership Development – World FishCentre - Penang, Egypt, IWMI – Sri Lanka
9. Strategic Direction and Director General Transition – World FishCentre, Penang
10. Leadership Coaching – IWMI & WorldFish Center - Leadership coaching for senior staff
11. Divisional Leadership Retreat – IFPRI – Washington
12. Managing Personal Energy and Stress - for staff at IWMI, ICRAF, ILRRI and leaders at World Fish Centre –
13. Columbia, Mexico, Peru, Sri Lanka, Kenya, Indonesia
14. Board Chairs Strategic Retreat Facilitation for 10 Chairpersons of CGIAR Centres – Penang 2005
15. Gender & Diversity Conference – facilitation of Gender & Diversity conference
16. Mentoring & Happiness, Resilience Workshop – Senior Staff IITA Nigeria
17. Life/Work Fulfillment – ICRISAT, Hyderabad India, Mali West Africa, Nairobi

5. RECENT KEYNOTES

1. **Working Together – Realigning Departmental Priorities:** United Nations Geneva
2. **60 is the New 30, Changing Customer Profiles:** German Auto Singapore
3. **Global Teams and Leadership in Changing Times:** Swiss Pharma Asia
4. **Global Cultural Intelligence:** German Pharma Singapore
5. **Team Leadership in Times of Change:** Asia HR Summit, Singapore
6. **Leadership, Teams, Change and Synchronicity:** Intl Entrepreneurship Conf., Malaysia
7. **Training with Heart:** Malaysia Human Resource Development Fund Conference, Malaysia
8. **Adaptive Leadership and Changing Paradigms:** Sri Lankan Ministry of Finance
9. **Team Profiling and Leadership:** US Banking Asia
10. **Leading Teams during Management Change:** Global Green Growth Inst, South Korea
11. **Embracing Change for Leaders:** German Pharma Asia
12. **Team Profiling and Retreat:** Australian Mining Singapore
13. **Leading with Heart:** Malaysian Association of Professional Speakers
14. **Synchronicity, Intuition and Leadership:** World HR Congress Mumbai
15. **Leadership and Intuition:** Myanmar NGO Conference
16. **Synchronicity and the Journey of Life:** Siem Reap, Cambodia
17. **Authenticity & Cultural Identity:** India Society of Intercultural, Education, Pune India
18. **Leadership, Teams & the Zen of Fly Fishing:** Investment Bank South Africa
19. **Cultural Intelligence in a Global World:** Asia Pacific Speakers Singapore
20. **Culture, Positive Happiness and Well Being:** Science of Happiness & Well-Being, Singapore's first Happiness Conference
21. **Culture and Personality Conflicts in Business:** Handling Conflict in the Workplace Conference, Key Media Singapore
22. **Your Authentic Self Beyond Culture:** Asia Pacific Speakers Singapore
23. **Engagement & Happiness in a Global Workplace: Culture in your Heart or on your Back?** Singapore Hotel Chain
24. **Synchronicity for Life and Business Success:** Raise your Game, Asia Pacific Speakers Association
25. **The Secrets of Workplace Happiness:** "Boosting Engagement & Thriving in Challenging Times" Singapore Government
26. **Happiness & Resilience: Harnessing the Power of Positive Psychology to meet today's Workplace Challenges:** Learning and Development Summit – All Events Group – Singapore
27. **Building Employee Engagement – the Key to Survival in Challenging Times Strategic HR in times of Financial Downturn,** Human Resources Event: Singapore
28. **Life/Work Fulfilment:** World Bank, India & Mali West Africa
29. **Happiness & Authenticity:** United Nations Bhutan
30. **Synchronicity and Leadership:** Association of Facilitators Singapore
31. **Synchronicity & Magical Leadership:** International Association of Management, Lourdes, France
32. **Culture and Personality Conflicts in Business:** Handling Conflict in the Workplace, Key Media Singapore
33. **Can't wait to get out of Bed Each Day", Building "High Engagement Coaching by harnessing the Power of Positive Psychology & Happiness Research":** International Coaching Federation Singapore
34. **Positive Psychology – Team Roles, Happiness and Well-Being:** Belbin Annual Conference, St. John's College Cambridge

6. CLIENTS

Commercial Sector: GIC, Lend Lease, Citi, Nokia, HP, BASF, GE, GM, Jotun, Singapore Technologies, Petronas, Applied Materials, Cisco, Danone, Ciba, Dow Chemicals, ABNAMRO, International Consortium for Executive Development, JPMorganChase, Merrill Lynch, Jotun, Deutsche Bank, Credit Suisse, BOC, Pan Asia Paper, British Telecom, AkzoNobel, Abbott Laboratories, Shell, Isuzu, Pepsi Cola, Cable and Wireless, BHP Billiton, Delphi Automotive, Shell Chemicals, Singapore Inst. of Management, Singapore Central Provident Fund, Singapore International Foundation, Singapore Press Holdings, Singapore Technologies, Singapore Telecom.

Public Sector – UN Environment, UNDP, WFP, WHO, UNICEF, UNHCR, UN Staff College, Asia Foundation, Consultative Group on International Agriculture Research, Centre for International Forestry Research – Indonesia, Centre for Maize research – Mexico, Centre for Potato research – Peru, Centre for Tropical Agriculture – Colombia, World Agroforestry Centre – Kenya, Global Food and Water Challenge Programme - International Water Management Institute – Sri Lanka, World Fish Centre - Malaysia, Sri Lanka Education Ministry, Singapore Ministry of Foreign Affairs, Singapore Ministry of Manpower, GIC (Government Investment Corporation of Singapore).

7. COUNTRIES COVERED Keynotes, Facilitation, Training, Consulting In Following Countries:

1. Abu Dhabi	16. France	31. Lebanon	46. Philippines
2. Australia	17. Fiji	32. Macau	47. Poland
3. Bahrain	18. Fujairah	33. Malaysia	48. Russia
4. Bhutan	19. Hong Kong	34. Maldives	49. Singapore
5. Brunei	20. India	35. Mali, W. Africa	50. South Africa
6. Brasil	21. Indonesia	36. Mexico	51. Spain
7. Cambodia	22. Ireland	37. Myanmar	52. Sri Lanka
8. Czek Republic	23. Iraq	38. New Zealand	53. Switzerland
9. China	24. Italy	39. Nigeria	54. Syria
10. Colombia	25. Japan	40. Norway	55. Thailand
11. Curaçao	26. Jordan	41. Oman	56. Taiwan
12. Cyprus	27. Kenya	42. Pakistan	57. USA
13. Dubai	28. Korea	43. Panama	58. UK
14. Egypt	29. Kurdistan	44. Papua New Guinea	59. Vietnam
15. Ethiopia	30. Lao PDR	45. Peru	

8. MAJOR ACHIEVEMENTS

1. **38 years as Global Speaker, Trainer, Coach, Consultant, Facilitator**
2. **Keynote Speaking**
 - a. Holder of the highest awards in the speaking business: CSP (Certified Speaking Professional) and Global Speaking Fellow earned by only 31 people globally.
3. **Founder/CEO of Singapore's PMCG: operational for 28 years.**
4. **Experienced Executive Coach for 37 years**
5. **Building High Performance Multi-Cultural Teams**
 - a. 24 years regional representative and Master Trainer for Belbin Team Profiling
 - b. Conducted team training in some of the world's conflict hot spots.
6. **Cultural Intelligence in a Global World**
 - a. Specialist for 28 years on working with multi-cultural issues and their impact on engagement and results.
7. **Happiness and Business Results**
 - a. Organised Singapore's first ever happiness conference.
 - b. Organised first ever Search for Singapore's Happiest People.
 - c. Conducted first ever Positive Psychology meets Gross National Happiness workshop in Bhutan.
8. **Senior United Nations Consultant/Facilitator**
 - a. Consults for senior High Level UN teams on leadership and development issues.
9. **Faculty with Top Ranking Executive Education Organisations**
 - a. Global Leadership Consultant: Duke University Global Learning Network.
 - b. Visiting Fellow: Roffey Park Leadership Institute; Bristol University.
 - c. External Faculty: Singapore's Lee Kuan Yew School of Public Policy.
 - d. Coach: Marshall Goldsmith Stakeholder Coaching.
 - e. Regional Representative: Belbin Team Roles.
 - f. Associate at Taos Institute
10. **Author**
 - a. "Search for Singapore's Happiest Person".
 - b. "Global Literacy" in HR Strategies in Asia.
 - c. Authored numerous training manuals on a variety of team and leadership topics.
11. **Accreditations:**
 - a. Belbin Team Roles.
 - b. Appreciative Inquiry.
 - c. Team Diagnostic Survey.
 - d. HeartMath.
 - e. Trompenaars/Hampden-Turner Cultural Dimensions.
 - f. Livermore Cultural Intelligence.
 - g. Global Leader Of The Future.
 - h. VIA Character Strengths.
 - i. Conflict Management.
 - j. HBDI - Brain Dominance.
 - k. LVI - Leadership Versatility Instrument.
 - l. Peace Building And Conflict Resolution.
 - m. MBTI.
 - n. Master Hypnotherapist.
 - o. Laughter Yoga Certified.
 - p. Accredited Family Therapist and Group Dynamics Practitioner.
12. **Academic Qualifications**
 - a. PhD Tilburg University: the only person in the world with a grounded theory PhD on Synchronicity and Leadership.
 - b. MSc Business & Mgt. Research: Henley Business School.
 - c. BA English & American Literature: University of Manchester.
 - d. 3 Post Graduate Degrees In Self Managed Learning, Social Science And Counseling.