Anchor Point

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Using Physiology to Enhance Your Changework

By Jan Prince

One of the most elegant Neuro Linguistic Programming tools I have used over the last 5 years is the skill to perceive and associate with the physiological manifestations of a client's experience.

Sometime during or after a session with a client, I mirror their physical state. This reveals crucial information about their reality.

Since it is important to maintain precise distinctions between the practitioner's state and the client's state while attempting this procedure, the first step I recommend is:

1. **Notice your own state and create an anchor for it.**
   Before attempting to associate with the client, review your own physical and emotional condition, and anchor it. *An obvious and easy place to anchor your own state is the arm of your chair.*

2. **Associate with the client.**
   Become aware of the posture, breathing patterns, muscle tone, voice tone and tempo of your client and subtly assume those qualities.

   If I do this during a session, I do not mimic the client in an obvious way, but have a part of me take on their appearance and feel the effects. If I am alone, reviewing the session later, I allow myself to actually physically assume the qualities of the client's state.

   Once in this state ask, *"If I were in this state, what would it mean to me?"* Notice how you would interact with and perceive your inner world and the world around you from this vantage point.

3. **Reaccess your own state.**
   Once you have experienced what you need in order to understand the client's state, reaccess your own physiology by triggering the anchor you set up for your original state in Step 1.

   A powerful reaccessing anchor that I stumbled across was my office threshold. Once I leave my consulting room and move into the reception area, any association I have with the client is left in the consulting room.

Step 3 is **crucial**. Remaining in an associated state with another person (2nd position) is one of the symptoms of co-dependence. It can also create a "hangover effect" -- where the therapist is left feeling incongruent or off balance.

One case in which these techniques were profoundly useful was with Debbie H. who wanted to deal with her depression, self abuse and suicidal tendencies. She had attempted suicide 8 times; the first time at the age of 16. In the 18 years following this first attempt, she had been under the care of several psychiatrists who had given her two series of shock treatments and a regimen of psychotropic drugs. She had spent years in and out of mental hospitals and was about to give up again. It wasn't until she found a psychiatrist who was trained in NLP that any progress was made. She recently moved to

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Denver and wanted to continue the work which had begun back East.

After several sessions, she mentioned it would be a great relief to be rid of the debilitating headaches she had experienced since she was a small child. For over 30 years, she had a headache every day! These headaches were impervious to pain killers.

We were unsuccessful in questioning her subconscious about the purpose of the headaches, but as we talked, I had one of those "baseball bat" insights. One of the unsettling things to me about Debbie was that she constantly held her head in the Visual Construct position (chin up and to her right) and looked down to maintain eye contact. This posture made her seem aloof and a little scary. She also was not aware of having any emotion *except* when in a situation that provoked anger; which would creep up and overwhelm her.

As I continued to talk with her, I anchored my present state to the chair arm and then held my head and eyes in the same position as hers. After 10 minutes, I had a headache!

I reaccessed my own state and asked her to move her head to a more level position. If she moved back to the old position, I would place my hand under where her chin should rest to bring it back. Within 5 minutes her headache was gone! Moving to her left and leveling her chin also caused her to become aware of feelings of joy. We laughed through the rest of the session (She had never showed any sign of joy before this in our meetings). Then we got agreement from her unconscious to take responsibility for allowing her head to be more flexible.

I asked her how many years she had held her head and eyes in the Visual Construct position. She was not aware of being in the position but said that her childhood experiences were so traumatic she used to escape by fantasizing or "going away." The response (Visual Construct position) that had kept her sane, had also created 30 years of headaches.

In the week following the session, she had headaches only twice; both at times when under extreme stress. However, she began having terrifying nightmares of demons trying to possess her.

I asked her to question the meaning of the nightmares. As she went inside and questioned herself, Debbie slowly was transformed. She crouched over in her chair as if in a fetal posture, her nose ran, tears began streaming down her face and her stomach crunched as if rocks were being ground in it. She became a 2- to 4-year old again and wimpered "Debbie not bad, don't hurt Debbie."

I associated temporarily with her; I felt as if I were being hit in my stomach with something hard. I grabbed the anchor to my own state, pulled myself together; put my arms around her until she returned to awareness.

The only memory she had of that 5 minutes was being warned by older relatives that if she *told anyone about this abuse, the devil would come to get her.*

We had put her back in touch with her feelings by moving her head into positions other than Visual Construct. This allowed the memories and fears of the abuse to arise. Once the abuse was revealed, the dreams started.

Finally, we created appropriate resources to heal and befriend the abused inner child. The dreams have not returned.

In the 3 months following our work, Debbie has had headaches only when under stress. She is able to relax and rid herself of the pain quickly on these rare occasions. Since she has more mobility in her neck and head and is able to look at people in a direct manner, her appearance is much friendlier and less aloof. She has not had suicidal thoughts and is preoccupied at this time with her new job.

A simple but profound change!

Jan Prince has been a NLP practitioner for 5 years, consulting both individuals and corporations. You may write to her at 360 So. Garfield, Denver, CO 80209 or phone her at (303) 388-2419.



"Imagination is more important than knowledge."

- Albert Einstein

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When Parts Won't Grow Up...

By Jon Lonergan

While helping a client fall out of love with his ex-girlfriend, I became a bit impatient at the time it was taking to satisfy the objections of his "parts" towards changing. And so, I changed what I was doing. The conversation/interchange continued thus:

Therapist: Well, Part, how old are you?

Client: Three.

Therapist: And so Part, would you like to contact Fred's learning and understanding and filekeeping part to update your understanding up to Fred's chronological age?

Client: O.K.

Fred could then see his younger self growing up before his eyes. And so the session continued, no talk about positive intent, only updating various infantile parts' understandings of the situation. Apparently these objections were indeed infantile and once the relevant part grew up it lost its objection to change, having gained a real-time perspective on Fred's situation.

Finally, noticing Fred's gestures and wishing to speed things up (Fred had a lot of objecting parts) I said:

Therapist: Are there any other objecting parts?

Client: Yes, I can see a group of them just over there (pointing down left).

Therapist: Well Fred, could you just pick up those parts, one at a time, and move them over here (pointing up right) where your learning and understanding part is?

And that did the trick too. It is of course necessary for the learning/understanding/growing up/filekeeping part to be more powerful and integrative then the infantile parts, or the change would go in the wrong direction.

I have used this technique often and have found it fast and effective, only needing further intervention if the infantile part refuses to grow up, or if there are "real-time" objections.

For example, one women's 4-year old part did not want to grown up because it was responsible for her sense of

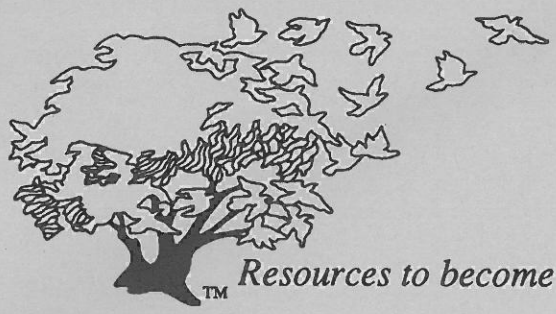
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beauty. She had a traumatic experience at the age of 5, and to protect its function that "beauty part" had frozen itself in time so it would not have to go through the desensitizing experience. It said that it didn't want to "leave that sense of beauty behind." Asking the part to bring that forward with it met the objection.

Suggesting that the younger parts can enjoy 30 (or whatever) extra birthday parties can be a useful persuasion (We might as well make sure that they have a good time growing up.)

I have also used this technique on a "balance part," well feelings, and various ailments with success.

An outline of the relevant steps follows:

VERBAL:

1. Establish rapport and the usual prerequisites for effective intervention.
2. Elicit desired state.
3. Elicit any objecting part.
4. Get objecting part to grow up by asking it to contact the learning / understanding, etc. part and updating its own understanding of the client's situation. If it refuses, other interventions such as reframing will be appropriate. If it agrees, give it time to do this then return to Step 3 and continue until all infantile parts are "updated."
5. When all relevant parts have matured to the present chronological age, check that the client has the desired state. If not, then other interventions are needed (e.g., negotiation). I have found that this Updating Technique is often all that is needed.

SUBMODALITIES

1. Establish location of learning/understanding/etc. part (Part 1).
2. Establish location of objecting part (Part 2).
3. Move Part 2 to position of Part 1.

This submodality intervention can be used for other reasons than "updating files," and in the outline above no mention is made of time. It may need to be "set up" first by using the verbal technique so the client knows what is expected of him.

One of the benefits of this technique is that the client can quickly learn the technique and use it by himself. If he needs to return to some stage, at least, he will bring in more interesting problems.

Jon Lonergan is a NLP Master Practitioner who has spent over 20 years exploring hypnosis and NLP through counseling and education. He can be reached at NLP Centre, 2 Ruthven St. - Bondi Junction, N.S.W. 2022, Sydney, Australia.

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- Make your work count twice. When you work on a project, be on the lookout for ways it can be used again.
- Find as many mentors as possible. Some may not be in your organization but will be people you enjoy talking with and who enjoy talking with you.

Blow your Own Horn: How to Market Yourself and Your Career, by Jeffrey Davidson, acacom, 135 W. 50th St. New

Operating Metaphors™- Part 2

Business is War & Other Less Lethal Ways We Organize Our Experience

By Charles W. Faulkner

In last month's article, Operating Metaphors™, I described the importance that everyday metaphorical expressions have in revealing lived universes of meaning. People take on, quite unconsciously, generalizing metaphors like BUSINESS IS WAR, TIME IS MONEY, A RELATIONSHIP IS AN INVESTMENT, etc., that determine what the world of experience will mean to them. These perceptual filters (by limiting the meaning an event may have) determine to a large extent the Criteria/Values, Goals/Desired States, and Beliefs a person, group, or organization will have. Knowing an individual, group, or organization's Operating Metaphor will let you know their values, their goals, what roles are available, what behaviors they are likely to engage in, what lifestyle they will exhibit, and what objects they will value.

In this article, I will move the descriptions, implications and applications of this model forward through the process of describing the six major Operating Metaphors of American business. While I'll start by stating what I arrived at, the process leading to uncovering the six metaphors took some time - it consisted of listening to people talk about their work (and at work), asking elicitation questions at seminars and on consultations, and reading widely (business and non-business journals and books). The resulting collection of phrases, analogies, anecdotes, and titles formed into six "natural" categories.

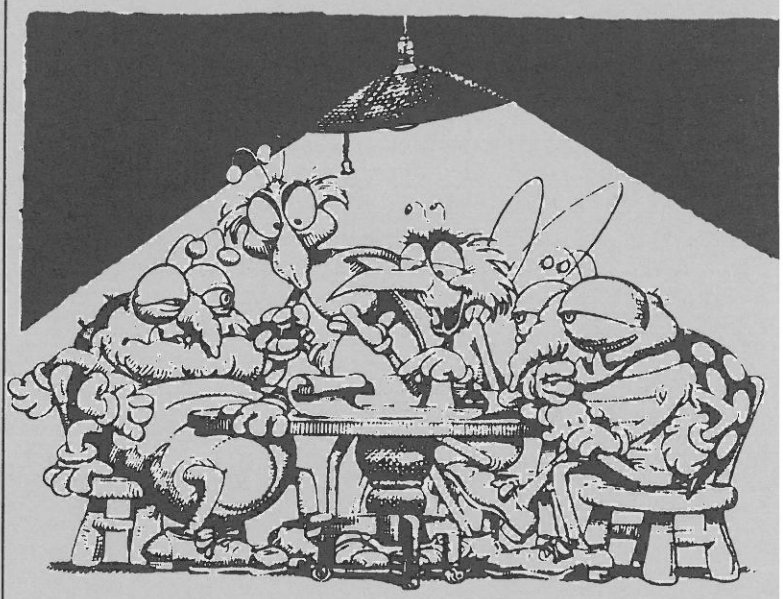
In my research to this point, I have found six major Operating Metaphors of American business: BUSINESS IS WAR, BUSINESS IS A GAME, BUSINESS IS A SPORT, BUSINESS IS BUILDING, BUSINESS IS A FAMILY, and BUSINESS IS PARENTING. Even a cursory comparison of the Desired States for each of these metaphors shows considerable differences in outlook, values, beliefs and desirable actions. Now let's consider them in more detail.

Using the distinctions format developed in the previous article, an Operating Metaphor can be represented as:►

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EXPERIENTIAL DOMAIN = METAPHOR

experience — meaning of experience
- **Criteria**
- **Desired States(s)**
- **Presuppositions**
- **Beliefs**

For the Operating Metaphor BUSINESS IS WAR, the format will look like:

BUSINESS IS WAR

experience — meaning of experience

Criteria
Aggressiveness
Competitiveness
All's Fair

Desired State(s)
Victory, Destruction of Enemy

Presuppositions
Military Organization
Adversarial Relationships

Beliefs
Your Survival is at Stake
The only good ____ is a dead one

The degree of detail provided in the above format is obviously sketchy and not inclusive, though suitable for the purposes here. (A full exposition of any Operating Metaphor would run a full chapter. A detailed analysis does

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have its rewards, such as the ability to determine the Operating Metaphor of a company from the decor and objects displayed in offices.)

In this Operating Metaphor, the Desired State is highly digitized; either you get victory or defeat. In real life experience, we know this is not the case, but remember how unsatisfying a stalemate is to the military and how it is treated as an interim position on the way to an eventual victory or defeat. Also note that peace, the co-existence of actual or potential adversarial parties, is not even in the realm of consciousness. Victory, not peace, is the goal of individuals and organizations within a BUSINESS IS WAR organization. And since victory is obtained by destroying the enemy, it is reasonable to expect (in fact, stupid not to) that your enemy has total devastation in mind for you too. Contrast this with the Operating Metaphor BUSINESS IS A SPORT:

BUSINESS = SPORT

experience meaning of experience

Criteria

Aggressiveness
Competitiveness
Playing within the Rules

Desired State(s)

Winning

Presuppositions

Game Orientation: Opponents are there to provide fun challenge, opportunity, etc.

Beliefs

Increasing competence is rewarded (with more winning)

In this Operating Metaphor, the Desired State is also highly digitized; the winning/losing opposition appears to be the same as in the military realm. Now consider the differences. While it is highly desirable to beat another team, you don't (with BUSINESS IS A SPORT) want to permanently destroy them. You want a skillful, worthy opponent to test your skills and provide proof of your superiority on future occasions. You want your opponent to continue to exist, even thrive. The actual or potential adversaries are confined by rules to a circomscribed domain. Further, the participants in a team sport are circomscribed by rules to a certain role and their performance measured by fulfillment of that role expectation. Also there is the important difference between WAR and SPORT. In war, losing is to be avoided at almost all costs for its potential lethal consequences, while losing (occasionally) in a sport is expected as a part of developing a good player and a great team.

"We have to live today by what truth we can get today, and be ready tomorrow to call it falsehood."

- William James

These two Operating Metaphors will build very different beliefs even though they share a lot of Criteria and appear to have the same Desired State. This points up the importance of the Presuppositions as a category. What is presupposed about the value of the Criteria (what's the value assigned to the values)? What is presupposed about the relationship of the subject (person within the Operating Metaphor) to other people and the world?

This is most clearly displayed in the United States in the expressions, "It's only a game." and "Treat it like a game." Or to put it in terms of a belief; "Take the consequences lightly, there's always another chance." The Operating Metaphor BUSINESS IS A GAME can be thought of as a subset of BUSINESS IS A SPORT in its application to the individual instead of a team, or as a superset in terms of its Presuppositions of ascribing arbitrary rules, and limiting contexts in which rules apply. In other words, the GAME metaphor provides a perceptual filter through which all the rest of the experience is evaluated. Sometimes, we also know that the perceptual filter slips and we (or others) find ourselves within another more "real" Operating Metaphor, but more on that later.

Another Operating Metaphor of American business is BUSINESS IS BUILDING. This even applies to the United States, as politicians and business leaders talk about "**re-building** America's industrial strength," of "providing the necessary **tools** to create quality education," etc.

This metaphor is so direct that I didn't notice it at first. After all, when you manufacture something, you are building it. When you are expanding a company by building more buildings you are actually constructing and creating. And then there is the metaphoric part; **building managers, building a team, creating a can-do spirit, providing employees with the tools**, etc. Putting it in the Operating Metaphors distinctions format, it will look like this:

BUSINESS = BUILDING

experience meaning of experience

Criteria

Right tools for the job
Working together
Following a blueprint

Desired State(s)

Complete functional/aesthetic building

Presuppositions

Building/creating are worthwhile
A living monument

Beliefs

Provide shelter and greater good to everyone

In this Operating Metaphor, the Desired State(s) are much more defuse than the previous Operating Metaphors highly digitized outcomes. There is also a dramatic shift in the Criteria. Gone are the aggressive/competitive values to be

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replaced by cooperation and an orientation to greater good. This metaphor/belief of building something for the greater good is deeply ingrained (so to speak) in the American experience. It allows for role specialization (like BUSINESS IS A SPORT). It treats experience as "real" (personal, associated and consequential) (as in "Making a real difference") like BUSINESS IS WAR and unlike the game quality (personal dissociated and non-consequential) of BUSINESS IS A GAME/SPORT.

Now about this time, someone will begin to notice that in the "real world" **teams will compete** for the way a company will **build** market share or how management will **build** a company to **beat the competition**. These are natural examples of the phenomena of nesting metaphors.

Just as a person with a predominance of visual processing can also hear and feel, so will Operating Metaphors be relative in importance to each other and in specific relationships to each other. Taking the above examples; in the first case, BUSINESS IS A SPORT is nested inside BUSINESS IS BUILDING, and in the second case, BUSINESS IS BUILDING is nested inside BUSINESS IS A SPORT. (A future article will deal specifically with how to artificially nest Operating Metaphors for particular outcomes.)

The next Operating Metaphor for business has a long history, probably longer than any mentioned so far. BUSINESS IS A FAMILY was quite literally true when the world was based on an a grain culture. Children were produced (particularly males) because they would contribute to the well-being of the (extended) family unit. Now days, BUSINESS IS A FAMILY can conjure up images of European manufacturing dynasties, the Mafia, or the drug running families of Columbia, however social psychologists and family therapists are now noticing examples much closer to everyone's experience. When a leader or manager calls someone (not his relative) **"my son"** the meaning is clear to everyone. When you can't fire someone because, "They're just like **family**." - they are.

For the Operating Metaphor BUSINESS IS A FAMILY, the format is:

BUSINESS = FAMILY

experience — meaning of experience

Criteria
Sense of community
Sharing
Loyalty

Desired State(s)
Well-being of family and family members

Presuppositions
Family is most highly valued unit of relationship

Beliefs
Your family right or wrong

In this Operating Metaphor the Desired State(s) are multiple because there is so much that can be, needs to be, considered for creating and maintaining the well-being of

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a family. Relative to the previous Operating Metaphors discussed, the locus of attention has shifted from something external to the company/organization (victory, winning, building something) to something internal (how is the well-being of this company). In the Operating Metaphors of BUSINESS IS WAR, SPORT, GAME, and BUILDING the structuring of relationships, roles, and the distribution of power/authority are in service of the external goal of winning over or building something. In the BUSINESS IS FAMILY Operating Metaphor, the relationships, roles, and distribution of power/authority will be within that metaphor while the external goals will shift in order to create or maintain the overall **family** well-being.

This bears some similarities to the last major Operating Metaphor of American business to be discussed in this article: BUSINESS IS PARENTING. This might not be the first thing that comes to an entrepreneurs mind, but if you discuss it awhile, he or she will be telling you about how the business is **his/her baby**, how you've got to **feed it and nurture it and stay up with it**. In the Operating Metaphors format this will look like:

BUSINESS = PARENTING

experience meaning of experience

Criteria

Healthy
Thriving
Love
Devotion

Desired State(s)

Grow it up
Teaching it
Independence

Presuppositions

Developmental stages
Can thrive, survive or die

Beliefs

Meaningfulness of the experience as well as the outcome

The entrepreneur, in particular, is interested in growing something, not winning, or building, but in creating something that can make it on its own. A few years back, when entrepreneurial start-up companies were having dramatic success, a consultant thought up the idea of "Intrepreneuring". That is, being an entrepreneurial kind of guy (or gal) inside a large company. This incubator business (interesting how these words show up) would be sheltered by the larger company until the new product / service would be ready to meet the competition. It's a laudable example deliberately attempting to nest Operating Metaphors. Many mid-size to large companies tried it for a while. Few continued it. There are many descriptions as to why it didn't work or work better. The metaphoric one is most interesting to me. The incubator business executives (when they did their jobs well for the entrepreneurial start-up) were not responsive to the **war effort** or failed to be **team players**. Sometimes they were derogatorily described as **"wet nurses"** by other executives. This makes sense. They were being **parents**, not **soldiers** or **football players**, and were devoted only to their **off-spring**.

"If nobody said anything unless he knew what he was talking about, a ghastly hush would descend upon the earth."

- Sir Alan Herbert

As you've read through this article, you probably found you had more examples for one of the Operating Metaphors discussed than you did for the others. That is, it had more distinctions, more robustness, more meaningfulness for you than the others. That one might be quite real for you while some of the others discussed remained concepts. In terms of Models of the World, you are discovering which metaphoric map(s) you are most responsive to, which Operating Metaphor you most live in. Aldous Huxley points out that the words we know are gifts from the people that have come before us. These words represent the accumulated wisdom of the previous generations, their way of saying, "If you pay attention to this, you'll survive." John Grinder finished telling us that and looked us straight in the eye and asked, "Is survival good enough?"

The Operating Metaphors of American business represent our accumulated wisdom on how to organize people to produce an outcome. Their effectiveness is not in question. They have worked, they continue to do so. And there are other metaphors as the Japanese, to take but one example, are so aptly proving. The question is: Are the outcomes in thinking, beliefs, actions, and values good enough? Or have we accumulated enough human history to begin to see the effects of ideas and metaphors to look to a future that we want to create? Are we ready for conscious evolution?

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Stress Management Seminars: A Proposed Marketing Plan

By Rodger Bailey

In my last article (March 1989 *Anchor Point*) I talked about the need for a clear-cut marketing plan (Procedures) which would make NLP successful in a business marketplace. The purpose of such a plan would be for the NLP practitioner/businessperson to develop a successful business and for NLP to get a boost in its business image. This is a proposal for such a plan.

Presuppositions

Here are some business presuppositions under which I propose this plan. They are based on my 10 years of NLP metaprograms research and on over 24 years of business and industry experience.

Successful: A product or service which provides satisfaction for its customers, makes money for its providers, and does so on a repeated basis.

Normal: Successful products or services are viewed by the marketplace as normal. On the other hand, abnormal, unique, new, different or unusual products/services must become normal before they are sold enough (common enough) to be considered as successful.

Competition: When you are the only one in a market with a product or service, you will have less business and less income than when there is competition. When no competition exists, your sales staff has to do the work of trying to convince the prospective customer that your product/service is normal. When competition exists, more people know about the product/service and it becomes more normal and as a result is more likely purchased.

National Exposure: For any product, service or concept to become accepted nationally will require that it have national acceptance. This seems to be a paradox, but it fits with what we know about the product/service being normal. When it is normal it is acceptable; when it is normal nationally it is acceptable nationally. To achieve national business acceptance will require a nationwide, concurrent market penetration with proof that it is already normal, nationally. (Sounds expensive and difficult, doesn't it?)

Market Segment: A successful marketing campaign includes precision in choosing the specific set of customers you want. A market segment could be a particular kind of business, such as retail, manufacturing, government, etc. Another possible market segment could be a particular department in companies, such as Personnel, Customer Service, Sales, Marketing, etc. (For a particular service I'm currently offering, the market segment I've chosen is companies selling business to business with more than 7 salespeople.)

Market Approach: A successful market approach includes: marketing materials, prospect lists for your market segment - a process for getting appointments, appropriate pricing, a presentation and close process, a way of delivering, and a follow-up process.

Marketing vs. Delivery: What you sell does not have to be exactly the same as what you deliver. The marketplace will deal harshly with those who deliver less than they sell, but you can deliver more than you sell. So, the marketing approach might only tell the prospect enough to get them to buy, but the customer must believe that your product or service, when delivered, was worth their investment. So, you must deliver everything you sell.

Pricing: Customers will pay what they think a product or service is worth. When examining a product/service and evaluating the price, they will feel good about a price that they think is fair; they will feel bad when they think the price is too low or too high. They will think you cannot deliver if your price is too low. If your price is too high, they will think they don't need your product/service that much.

Proposed NLP Service

I propose that a service, a Stress Management Seminar, be offered as a planned program by NLP practitioners everywhere. I suggest that the program be two, 3-hour sessions presented on a 2-week interval to business or government clients in groups of 12 or more. I suggest that the price for the seminar be $95 per participant with a 12 person minimum.

I suggest that the NLP practitioner present a V-K Disassociation model and an anchoring model. The participants learn how to disassociate from stress provoking stimuli in the first session. The second session will include a debriefing and recap. It will also include elementary anchoring training. These two sessions will teach the participants how to disassociate from stressful stimuli and how to associate with desirable ones.

To be able to sell and deliver this kind of workshop will require a complex set of materials and plans.

"Youth would be an ideal state if it came a little later in life."
- Herbert Henry Asquith
First Earl of Oxford and Asquith

"Fortune brings in some boats that are not steered."
- William Shakespeare

Materials

Cover Letter: You need a simple letter which introduces your service. It should not be used to teach; instead it should be a simple introduction to the results your program offers. These letters should always be typed.

Descriptive Flier: This should be a simple, procedural description of the program being offered. It should also describe the process of becoming a customer and using the service offered.

Testimonial Letters: These letters need to show that this program is successful in helping participants manage stress. They also need to demonstrate that this service is "normal."

Agreement/Invoice: A preprinted, typeset agreement and invoice combination demonstrates that the service is not only normal, but is also backed by substantial use in the marketplace. By having both the agreement and invoice together in a single form you simplify the process of getting the signature and asking for the check.

Student Materials: The student handouts should describe how to perform the technique: one for the V-K Disassociation technique and one for the Anchoring technique. These handouts should be typeset.

Marketing Plan

Although a marketing plan is a process, the main features of that process are listed here as items. These items will normally be steps in the process. An alternate way of viewing the process would be to examine the time sequence.

Lists: The lists of prospects will be the life-blood of the venture. The higher the quality of the list, the more successful the venture will be. A high quality list is one which has only the names of the organizations which are in your chosen market segment. This kind of list also has the names and addresses of officers of businesses you are marketing to. In many cities, the weekly business journal prints lists of the top 25 organizations in particular target groups. These lists are published weekly so each week a new group is targeted. For the Stress Management program, 90% of these lists would be appropriate target market segments.

Other lists will come from the rolls of professional society members, members of the local Chamber of Commerce, and contacts through people you know.

Appointments: My suggestion is for you to use the telephone to establish appointments. Use the appointment setting process to make sure that this is a qualified prospect.

1. Make sure they are in fact within your market segment.
2. Make sure that the person you are talking with is the decision maker for the kind of service being offered. For the Stress Management program the decision maker could be the President, Chief Operating Officer, Chief Executive Officer, or it could be any Manager.
3. Do not try to sell your service.
4. Go for an appointment.

Whether you get an appointment or not, ask your prospect if he/she knows of anyone else who might want to know about the service you offer. You will usually get at least one referral with every other call when your rapport is good.

Sales Calls: For this kind of service, you will find that the sale is rather simple. Establish Rapport. Describe HOW rather than WHY. You need not attempt to *talk the prospect into buying your service*. Go in assuming that the prospect *needs* the program. Ask how often these kinds of programs are brought into their organization. Ask how to get your program into their organization. Describe the process of establishing the agreement and planning the dates for your sessions.

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Close: Use an assumptive, procedural close. Ask your prospect to establish the dates for their program. If they want further information, respond by asking "If that information meets your needs, will you bring this program in?" When they say "Yes," make sure they get the right information. Then ask for the session date again. When they set the date, have them sign the agreement/invoice and have them cut the check before you leave that day.

Accountability: Part of the management process within an organization is accountability. When customers invest in a product/service, they want to make sure they get their moneys worth. So, you need to help the customer plan ways of verifying that participants will use the skills they learn. Build into the accountability process an on-going set of quarterly visits with your customer; this will lead to repeat business.

Delivery: Make sure you arrive early to check out the space for the session. Check with your customer about the acceptable dress code for their session. Pace that code (or dress a little bit nicer).

First Session:
Establish rapport with the group; make sure you know why they came to the class. Establish a *common group contract* to achieve the session outcomes.

Demonstrate the technique first, then pass out the instructions. After they have the instruction sheet, demonstrate again making sure they are following along with the instruction sheet. Have them break in to pairs to perform the technique on their partner. Bring them back to the central group for discussion. Have them break into pairs again, but this time have them perform the technique on themselves with their partner watching and keeping them on track. Finally, bring them back together for a final discussion.

"Life is beautiful flower or a weed - it depends on what you pick."
- Michael Phillips

Second Session:
For the final session, start with a recap of the first meeting and encourage discussion of their experience since the earlier session. Make sure they all know how to use the disassociation technique on their own. To teach anchoring use the same process used in the first session: Demonstrate, pass out instructions, demonstrate again, pairs, group discussions, pairs again, and final discussions.

Follow-up:
Call and/or visit your customer on a 3-month schedule for the next year. Work with your customer to review the results of their accountability system. This might be an on-going contract to lead a review session with your participants. This might be interviews with a randomly selected participant during your quarterly visit. Feed the results back to your customer. Gather information from your customer about how your seminar has impacted the participants.

How to Make it Happen: The NLP Business Project

There are lots of pieces in this plan. How do you get enough testimonial letters? How do you get all those forms typeset (descriptive flier, agreement/invoice, student handouts)?

Here is the second phase of my suggested marketing plan. I have a way for a large number of NLP practitioners to get a professional looking set of materials for conducting Stress Management Seminars as a business. It involves pooling the resources of many of you so that each gets the materials needed to have a professional image. Consider the depth of normalness and national acceptance if you approach a prospective customer with 100 testimonial letters.

If you would like to develop such a training and consulting business, here are a few steps for you to follow:

1. Write a testimonial letter about how these techniques have helped you reduce your own levels of stress. Write it on your business stationary and address it to the trainer who originally taught you the V-K Disassociation model (you are welcome to send a copy of that letter to that trainer, I'm sure they would appreciate it). The letter should deal with your personal stress management, not phobias.

2. Send that letter along with a check for $44 to NLP Business Project, 3131 Whitehall Drive, Dallas, TX 75229. The money will cover the cost of computer time, copies, and postage over a 3-month period.

3. Develop lists of your prospective customers for your Stress Management Seminars. Before you start attempting to establish appointments, you should have all the materials for selling. You should also have a high quality list of about 200 names.

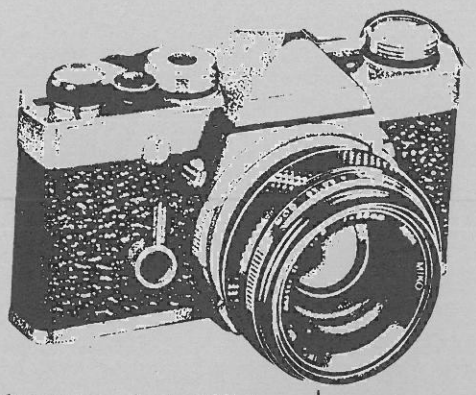
I will collect all the letters sent to me and copy them and send all of them out to each person who joins in this project. As part of this project, I will send along a copy of this article with additional thoughts and ideas. I will also send everyone in the project 'typeset' masters of the descriptive handouts, the agreement/invoice, and student handouts. Your forms will include your company name, address, and phone number. If you have a company logo on your testimonial letter, I will scan in your logo and put it into your materials (you can send a testimonial letter from one company and start up another company altogether, just send a page of your new stationary, let me know what you want).

As more people join the project, I will send additional testimonial letter copies to existing members. I will also forward any improvements in the materials or process. I will do this for a period of 3 months.

I welcome your participation in this project. The more people who join, the more likely everyone will succeed.

Questions? call me during business hours, Rodger Bailey (214)350-6801.





Snapshots- NLP in Daily Practice

By Steve Watson

The workshops I conduct at Weber State College and various other locales are filled with wonderful, interesting creatures of all sizes, shapes, ages and circumstances. Human beings they are called by many. They come to the classes with an eagerness to learn new skills and at the same time they watch with a healthy skepticism that says "show me." When they find out for themselves that the NLP process accomplishes outcomes with clean and precise moves they are surprised and often delighted.

Some of the most fundamental skills learned are those used to establish rapport necessary to respectfully communicate with and influence others. These skills are called pacing, matching, mirroring and can be performed in many different ways. The following is a story about one of my students taken from a paper written to fulfill class requirements. Diane is a woman in her mid-thirties, a non-traditional student coming back to college to complete a bachelors degree. She has a teenage son.....

Diane noticed the glowering face and hunched over shoulders accompanied by a more than usual unintelligible grunt as her oldest son came stomping into the house and headed straight into his room. Her mother's intuition shrewdly detected that something was awry.

She recalled how recent attempts to talk to her growing boy when he was in a funky mood got her just slightly past nowhere. She had been recently leaving him alone to work things out in his own way but this often took hours or even days and she was sometimes left totally ignorant of what was bugging him.

Maybe now was the time to try out that NLP stuff she had recently learned though she was skeptical that she could do much about a relationship that was already well established.

Coming into his room, she saw him laying across the foot of his bed, on

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his back, tossing a pencil in the air and catching it with his right hand. Diane went to the other side of the bed laid across it in a manner matching her son's position and idly moved her left hand duplicating his arm motion.

Her son looked at her with an odd expression as if to ask, "Just what do you think you are doing?" Then he resumed his tossing of the pencil as before...and soon began to talk about what had happened at school that upset him.

"This is working!" thought Diane. "Now for a test. If I move and we are in rapport then he will move with me."

Casually, Diane moved from laying on her back to laying on her right side with her right hand and arm supporting her head as she continued to talk with him. Within seconds he moved to his side and assumed a position mirroring her's! Voila!

In this manner, mother and son talked for several more minutes. Finally, Diane decided to put this whole process to the acid test.

She stood up, went to the door and said, "Son, before we eat dinner you can get the yard work done."

And he got up and did it!

As Diane expressed herself later. "I can now die a happy mother. My teenage son did what I asked him to do - the first time I asked - without even resorting to blackmail."

Diane put fundamental NLP skills to work in a practical setting of great importance. Her willingness to behave flexibly and try something new instead of relying on old behaviors that didn't work led her to a simple and yet profound experience that promises to effect her family relationships in a useful and pleasant way.

In future columns, I will share similarly practical and delightful applications of neurolinguistic programming as they have been experienced by beginning students just realizing their own enormous potential for growth and personal power.

Steve Watson, MSW, LCSW is a licensed clinical social worker with 29 years of experience in counseling and therapy. He is a certified Master Practitioner in NLP, an associate trainer with NLP Comprehensive and NLP of Utah. He conducts a series of three two day workshops per quarter in NLP at Weber State College in Ogden, Utah. He also conducts similar workshops at Westminster College in Salt Lake City and is available for specialized presentations of NLP applications.

"The perfect lover is one who turns into a pizza at four a.m.."

- Charles Pierce

"It's futile to talk too much about the past-something like trying to make birth control retroactive."

- Charles E. Wilson

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IMPERATIVE SELF ASSOCIATION BEGUN

A new organization, the ISAA, is being organized to support the new IMPERATIVE SELF ANALYSIS model developed by Leslie Cameron-Bandler. This new model, which utilizes emotions as the window into core personality structure, provides the means to elicit and linguistically represent how each individual's patterns interact to form a unique personality. It is a complete and comprehensive guide for analysis and intervention.

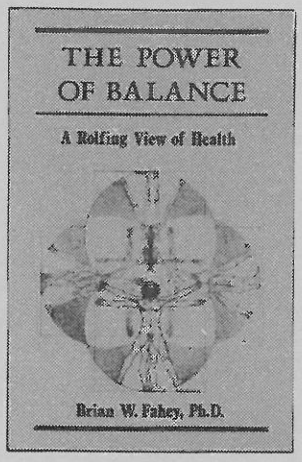
The purpose of the organization is to support and supervise certification candidates and Imperative Self Analysts in learning the model, improving their skills, and creating fulfillment for their clients. The ISAA provides opportunities for supervision, a newsletter with training dates, articles, and sample elicitations, a directory and a referral service. Bi-annual meetings are planned for associate and professional members. The first meeting will be held in conjunction with a pre-conference ISA advanced training on Thursday, April 28th in San Francisco prior to the NANLP Conference.

For membership information, contact Metha Singleton, FuturePace, Inc. - P.O. Box 1173, San Rafael, CA 94915 or by calling her at (415) 485-1200; Art Giser (415) 861-0460 or Richard Clarke (413) 259-1248.

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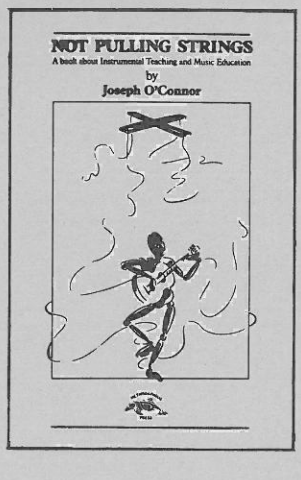
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NLP Product Reviews:

A FORMAT FOR EYESIGHT ENHANCEMENT

Presenter - Dr. John Grinder,
Co-Developer of NLP
Video Tape/VHS - Color (30 minutes)
$60.00
Available from Grinder Resource Center

This tape is not for the NLP beginner...a fact that this tape politely announces upfront. A basic NLP background with a knowledge of Reframing, Age Regression, Disassociation, and Anchoring techniques are required in order for maximum understanding of the material presented.

This tape is visually pleasing, crisp, and pleasant. The color, sound engineering and filming techniques are of a very high quality. Before Dr. John Grinder begins the presentation and after he completes it, the steps for the Eyesight Enhancement technique are laid out clearly in written form. This feature alone makes this video highly appealing to a student-audience. With this "student orientation," the viewer may write the process down ahead of time and then take notes as Dr. Grinder explains the process. Finally they can check their notes for accuracy after the presentation is completed.

Dr. Grinder presents the material in a logical manner presenting each step of the process and giving examples. And just as important, he also gives exceptions to the examples. The questions from the audience were totally audible and added a further dimension of understanding. While the material was strictly informational, as imposed to a "live demonstration," specific case examples of where the format had worked (and not worked) were given. Seeing Dr. Grinder apply his technique on a real person would have made this video much more memorable. The recipe for the cake was given in detailed form but we missed the final dessert.

A list of excellent references (both NLP and otherwise) for further exploration was given at the end of the tape. A nice touch to an excellent presentation. If you are interested in improving your eyesight or would have an application for this technique, we recommend you contact Grinder Resource Center to reserve a copy of this fine video.

SIX-STEP REFRAMING

Presenter - Connirae Andreas,
Co-founder of NLP Comprehensive
Video Tape/VHS - Color (71 minutes)
$65.00
Available from NLP Comprehensive

The six-step reframe is one of NLP's most powerful techniques. In this video the technique was demonstrated so elegantly that even the participants couldn't believe that "something so easy" could produce such powerful results. Following the presentation would allow a novice without any NLP background to use the technique. However, the flexibility acquired from practice and more NLP background is really necessary to do this one well.

Considerable attention was given "up front" in the presentation by way of a metaphor. Properly "setting the stage for what is yet to come" heads off many objections, deepens rapport, and creates expectation.

The six-step reframe was demonstrated on an individual who wanted to quit smoking. As the technique progressed, Connirae explained what she was doing each step of the way. This method both deepened her rapport with the client and provided instructional information to the audience at the same time.

Audience participation was a creditability builder. Questions that were potentially negative (which could have been cut out of the tape) because of the suspicion that the technique was so simple were answered with ease. From her own personal

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experience, the presenter encouraged the audience to test out the techniques for themselves and to remain skeptical *until they are convinced* of the results.

A follow-up interview with *the client* was provided at the end of the tape. This added feature allowed the client to share how they viewed the experience after the fact.

Although the video references other books where this technique appears, the video would have had even more impact if the process was also given on screen in formal written form. This information would be useful if the viewer was not familiar or newly introduced to NLP. This tape could be the only exposure to NLP the viewer will ever have.

Watching this video was a pleasurable experience. Connirae's style is personable and engaging. It kept my interest throughout. The photography and sound of this video were excellent...an improvement over some older videos produced by NLP Comprehensive. This tape would be a welcome addition to any NLP library. It is a winner.

PROGRAMMERS POCKET SUMMARY

Written by Maryann Reese and Alan Densky
Book, 47+ pages - $12.00
Available from Southern Institute Press

Yes it does exist. There is a portable NLP library available. Measuring only 6 1/4" by 4 1/2", the book can slip easily into your pocket or brief case for a quick refresher of various NLP techniques. Both useful and unobtrusive, this pocket summary weights less then 8 oz and is packed with a ton of quick-reference information.

Each page of the summary lists an NLP concept or technique. The descriptions are clear, concise, and have enough information to jar the memory of individuals already familiar with the information. For example, the book contains sample questions you can ask to elicit eye access representations. Three pages are devoted to predicates that identify auditory, kinesthetic, and visual preferences. Some of the techniques listed are Collapsing Anchors, Change History, The Swish pattern, Establishing a Positive Learning Experience, Sorting Styles, Reframe, Installing Motivation, etc. Blank pages are also included so you can expand your "dictionary" of techniques as you learn more patterns.

More information has recently been added to the book, which has also been retypeset for increased clarity. The cover is study plastic for a spill resistant long life. While this product is essentially a "reference for the experienced," it would make a great gift for any friend or colleague that is just getting acquainted with NLP. A *small but handy* addition to your NLP toolkit.

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John Grinder, Ph.D.
Co-developer of NLP

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HISTORICAL NOTES REGARDING HYPNOSIS

Part One: Mesmer and Animal Magnetism

By David L. Calof

Over the 2 centuries of its modern history, hypnosis (in some form or another) was present at most of the major historical moments that were to become the very foundations of the 20th Century's knowledge of the unconscious mind and psychophysiological pathology. Yet, more often than not over this same period, hypnosis has been relegated to controversy and disrepute.

Today, thousands of mainstream clinicians make annual pilgrimages to progressively larger international hypnosis mega-meetings all over the world. The number of elective courses which are available in hypnosis (professional psychological, and medical training programs) are increasing dramatically. Hypnosis is rising rapidly above it's checkerboard past, when it was considered no more than a curiosity---mere parlor entertainment, even licentious.

Today, old stigmas and stereotypes of hypnosis are finally dropping away. Especially with the Ericksonian movement's popularization of it, hypnosis is ubiquitous in workshops, literature, and even in the popular media as well. Hypnosis is even proffered outside the healing arts in fields such as advertising and public relations, education, negotiation, sales, and marketing. Even major league sports teams now regularly contract the services of hypnotherapists for motivation. It wasn't always so.

I will spend the next few columns tracing the history of modern hypnosis and hypnotherapy (from Animal Magnetism to Psychoanalysis-Freud to Erickson). As we look back over the 2 centuries of evolution of our modern practices, we will try to trace several popular misconceptions and unconscious biases regarding hypnosis back to their historical roots. For instance, we will see the assumption that influence somehow travels from the operator to the subject (the subject being a passive susceptible receptor) in the work of Mesmer and his contemporaries. These animal magnetists postulated that a force of influence could be channeled from the operator to the subject or from the operator to some holding medium and then to the subject. This misconception remains intact today in popular images of "the hypnotic eye" and in the authoritarian ways of the classical stage hypnotists. The contemporary (post-Erickson) view of the hypnotic relationship is of *potential* emerging from INSIDE the subject, at most triggered by the operator (catalyst). The potential is seen within the subject rather than without as it once was.

We will also turn up the roots of Swengalian or Draculian stereotypes of hypnotism as a shady instrument of sexual seduction or conquest. We'll take a look at how hypnosis came to become confused with sleep (or how the metaphor to sleep collapsed) and how the tradition of the eye fixation and "sleepy, heavy eyelids" induction came to become associated with the classical stereotypic induction back to James Braid's mistaken notion that hypnosis is a consequence of the tiring of the optic nerve! We'll uncover how misconceptions that a hypnotizable person is somehow a weak or inferior person, developed from the early belief of subjects as just "passive receptors."

As we progress, we'll inspect the later belief that hypnosis is a form of hysterical disease. We'll look for the mistaken notion that hypnosis brings only temporary relief or symptom substitution as in Freud's early use and (fateful) abandonment of hypnosis in favor of free association---which relegated hypnosis to a *fringe status* in the medical community.

Such "historical presuppositions" can *still set the stage* for both the operator and the client unwittingly. We all have our stereotypic notions of hypnosis. Knowing that they have roots in history may allow the contemporary clinician the possibility of transcending them.

Modern hypnotherapy grew out of the magnetic healing tradition of the 18th and 19th Centuries. This movement had its philosophical roots in the archaic faith healing tradition perhaps dating back to the ancient Egyptian "temple sleep." Here, your priest (hypnotist) might have directed you to sleep on a tablet of stone in the temple overnight and expect your symptoms to be gone at dawn. ("Try two tablets and call me in the morning!!?")

We generally regard Franz Anton Mesmer (1734-1815), the Austrian physician and philosopher, as the first animal magnetist and the father of modern clinical hypnosis. He attributed his clinical successes to an invisible physical agency to which he gave the name animal magnetism.

Actually, it was Philippus Aureolus Theophrastus Bombastus von Hohenheim (1493 - 1541), who first suggested that the human body might radiate a force or "magnetic fluid." Commonly known as Paracelsus, this Swiss Physician, (Alchemist, and founder of chemical pharmacology) was one of the brightest and most controversial minds of his day. Paracelsus called the magnet, "the monarch of secrets" and claimed it could cure cancer. Although many predecessors wrote about the power of magnetism, Paracelsus was the first to suggest the possibility of a personal magnetic influence and that this magnetic energy could also be stored in *accumulators*. Mesmer was greatly influenced by Paracelsus's claims of the nature and storage of magnetism of the human body.

Mesmer was greatly influenced by Sir Isaac Newton's physics (which he obviously misconstrued). Mesmer viewed animal magnetism as a physical force or kind of "fluid" not unlike gravity. Mesmer posited that this force ebbed and flowed in the body just like the ocean tides. He thought this force emanated from stars and animals and filled the universe through the medium of an invisible "ether." He also theorized that this force was subject to Newton's laws of

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mechanics governing terrestrial and celestial bodies.

Mesmer thought that the human nervous system was somehow attuned to this force. He saw human illness as an imbalance between this force in the patient's body and in the world at large. He also believed the imbalance could be corrected through intervention. That is, channeling this animal magnetism from the operator to the subject.

This notion that influence travels from the operator **to the subject** was an underlying presupposition in hypnotic practice until Erickson's utilization principle and the naturalistic definition of trance. (To be examined in a subsequent column). Several instructional books on hypnosis from the early 20th century caution the neophyte operator to be careful least, *the hypnotic (magnetic) influence bounce off the subject, come back and put the operator to sleep*! Conversely, the modern hypnotherapist can well appreciate the value of entering the trance state along with the subject to obtain access to his unconscious facilities!

Influenced by Paracelsus' assertions and misapplying Newtonian ideas, Mesmer at first used actual magnets in his first cures. Early in his practice, Mesmer attempted the channeling of animal magnetism using iron rods or other objects which had been previously "magnetized" by direct contact of the operator and then touched to the subject or rhythmically passed near the subject.

A popular legend holds that one day Mesmer was to do one of his popular and controversial demonstrations among high society at a royal court party in Vienna but discovered (to his chagrin) that he had forgotten his magnets! Undaunted, he acted as-if he had his magnets and made only "passes" over the subject with his empty hand. This was the legendary discovery of the so-called "Mesmeric pass." The pass consists of the operator moving his hands rhythmically over the affected parts of the subject's body or in some cases actually contacting the affected parts. This pass became a staple of the Mesmerist practitioners (animal magnetists) who would follow Mesmer, plying their trade in the next century.

"Progress is man's ability to complicate simplicity."

- Thor Heyerdahl

Mesmer created something of a sensation in the imperial court in Vienna, managing to raise the ire of the medical establishment. He was eventually expelled from the medical and scientific community and moved to Paris. In Paris he began his habit of practicing magnetic seances in fashionable salons. (The lay "Hypnosis Studios" of the 1950's and 60's are an unconscious reflection of the same genre of treatment.)

The Mesmeric passes were quite elaborate and could become very time consuming. Eventually, because of the ever increasing numbers of patients seeking magnetic cures, Mesmer abandoned the one patient at a time approach. The magnetized rods and passes were replaced with the baquet and the magnetic seance salon. The baquet was, in effect, a large barrel or tub filled with glass shards, iron fillings, and water. Iron rods protruded out of the tub at regular intervals. The baquet was thought to accumulate the magnetic influence (much as Paracelsus had suggested).

In this seance style, conducted in fashionable salons, the approach was quite theatrical. As a subject at such a magnetic seance, you would be lulled by soft music (perhaps a string quartet) hidden behind black velvet drapes. When it was your turn you would be lead with three or four other people (occasionally including a confederate of Mesmer's) into another room. Everyone would sit around the baquet and grasp one of the protruding rods or apply it to the ailing part of their anatomy. Mesmer, impeccably dressed, would work his way around the baquet and occasionally perform passes on the subjects.

Suddenly, after a time, one of the subjects (through building expectation) or the confederate (if no one else began) would go into a "*crisis*," as they were called. Generally, this was some form of histrionic or seizure-like activity.

Now, the other clients, since they were highly motivated (having also paid good money to be there and experiencing their own personal distress) would likewise go into crisis too.

Certainly, this was their belief and expectation. Those who obtained relief of their symptoms, would often spontaneously drift away at the end of the crisis.

From our modern perspective, Mesmer used the subjects' motivation, belief, expectation, imagination and suggestibility. Interestingly, he was not apparently aware of the agency of suggestion in his "cures" at the time. Similar group dynamics can often be observed even today at other emotionally charged groups events such as religious revivals, healing services, and political rallies where "high emotion" can get infectious. It is a group dynamic.

Mesmer practiced in Paris for several years to ever-increasing demand where his practice again created quite a stir in the medical establishment. Finally his claims of extraordinarily high cure rates and his arrogance (e.g., "There is only one illness and one healing,") provoked the medical establishment to take action against him.

What happened to Mesmer? We'll see next month, as we continue to explore the history of hypnosis and its roots impact how we think today.

David Calof is an internationally known clinician who has practiced family hypnotherapy for 15 years. He studied directly with Milton H. Erickson, M.D. and trained with Richard Bandler, John Grinder, and leading family therapists. He has been clinical consultant to the Outpatient Department of the Seattle Mental Health Institute for 7 years.

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139 Forest Avenue - Palo Alto, CA 94301 (415) 327-1424 (Call for info on additional trainings)

July 8-Aug 4	The Virginia Satir International Training Institute (Crested Butte, CO)

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Apr. 27-28	Using Metaphors & Stories to Create Possibilities

THE CHANGEWORKS
P.O. Box 4000-D - Berkeley, CA 94704 (415) 540-5707

May 19-20	How to Be Funny: The Therapeutic Uses of Humor
July 27	Intuition Evening

DYNAMIC LEARNING CENTER FOR NLP
P.O. Box 1112 - Ben Lomond, CA 95005 (408) 336-3457

Apr. 13-17	Unified Field Theory & Trainer Training
May 18-22	Creativity & Strategies of Genius
July 10-20	NLP Trainer Training

EASTERN NLP INSTITUTE
P.O. 697 - Newtown, PA 18940 (215) 860-0911

May 13	Introduction to NLP
June 10-11	Choice Point II

FAMILY PSYCHOTHERAPY PRACTICE OF SEATTLE
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May 12	Money Talks: Couples & Money (Lecture by Olivia Mellan)
May 13	Money Talks: Couples, Money & Self (Workshop by Olivia Mellan)
June 10	Coping in Court: Survival Tactics for the Expert Witness (Frank MacHovec, Ph.D.)

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July 1	Feldenkrais Method Practitioner Training Program Begins

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May 1	Resolving Birth Trauma with NLP

FUTUREPACE, INC.
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Apr. 20-23	Stories that Change People
May 19-21	Imperative Self Interventions - Emotional Choice

THE HUDSON CENTER
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1-day Brief Therapy & 2-day Ericksonian Hypnosis (dates and locations below)

Apr. 14, 15&16	Madison, Wisconsin
May 5, 6&7	Nashville, Tennessee
May 12, 13&14	St. Louis, Missouri
June 2, 3&4	Salt Lake City, Utah

THE LANGUAGE AND BEHAVIOR INSTITUTE
3131 Whitehall Drive - Dallas, TX 75229 (214) 350-6801

May 1-3	MetaPrograms in Business: The Language and Behavior Profile 1- and 3-day programs available (San Francisco, CA)

METAFORMATION, INC.
3538 Marlowe Ave. - Montreal, PQ H4A 3L7 Canada (514) 486-1282

Apr. 14-16	Strategies: Practitioner
May 14	How Much Pleasure Can You Stand?



May 27-28	Introduction to NLP
June 9-11	Practitioner Integration
June 23-24	1989 Practitioners Testing
June 25-27	Robert Dilts: Advanced Training

THE MIDWEST INSTITUTE OF NLP
702 West Colfax, South Bend, IN 46601 (219) 232-9636 or (312) 222-8968

June 3-4	Successful Communication Skills (Oakbrook, IL)
June 9-11	Self Hypnosis for Health Change (South Haven, MI)

NEW LEARNING PRINCIPLES INTERNATIONAL
2219-102 E. Thousand Oaks, Blvd. #142, Thousand Oaks, CA 91362 (805) 379-0624

July 10-Aug. 9	Excellence in Education

NEW ENGLAND INSTITUTE FOR NLP
RFD #3-AN, Pratt Corner Road - Amherst, MA 01002-9805 (413) 259-1248

June 17-19	Self-Concept Workshop
June 23-25	Empowerment Workshop

NEW YORK TRAINING INSTITUTE FOR NLP
155 Prince Street - New York, NY 10012 (212) 473-2852

Apr. 14	The Mind & Molecule Mix
Apr. 15-16	Ceremonial NLP
Apr. 19-23	Hypnosis Certification (Brussels)
Apr. 22-23	Empowering Yourself
Apr. 25	Foundations of NLP: Discussion Series
Apr. 29	Phobia Clinic
Apr. 30	Cold Calls without Cold Sweat
May 3	Open House
May 6-7	Dynamics of Choice
May 13	Where NLP & Spirituality Meet
May 17	Graduate Training (Beyond MP)
June 9-10	Learning Self-Hypnosis

NLP AUSTIN
Rt. 3, Box 236-D - Leander, TX 78641 (512) 328-3333

Apr. 8-9	Advanced Metaphor (Practitioner Prereq.)
May 12-14	Robert Dilts Live

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Apr. 17-20	Trainers II
May 15-18	Ecological Goals

NLP COMPREHENSIVE
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Apr. 10-11	Advanced Patterns (Boulder, CO)
Apr. 14	Master Practitioner Training Begins (Salt Lake City, UT)
Apr. 18	Free Preview (Lakewood, CO)
Apr. 21-24	Breaking New Ground IV (Boulder, CO)
May 5-7	Beyond Co-Dependency: Healing the Trauma (Denver, CO)
May 6-7	Business Influence & Excellence (Lakewood, CO)
May 20	Parenting Made Positive (Lakewood, CO)
May 21	Using Your Brain with NLP (Lakewood, CO)
June 9-July 6	Summer Residential Practitioner Training Begins (Winter Park, CO)

NLP INSTITUTE OF ONTARIO
633 Bay Street, Suite 2223 - Toronto, ON M5G 2G4 Canada (416) 977-7810 or (800) 663-6730 in Canada

Apr. 14-16	Methods of Milton Erickson
May 26-28	Advanced Metaphors Training
June 16-18	Time Line Training with Tad James
June 24-25	Richard Bandler: Patterns of Persuasion
June 20-22	Dynamics of Influence and Choice (evenings)

NLP INSTITUTE OF WESTERN CANADA
2021 Columbia St - Vancouver, BC V5Y 3C9 CANADA (604) 872-1185

May 2-4	Dynamics of Change
May 29-30	High Performance Modeling (and June 26-27)
June 27-29	The Allergy Workshop

NLP PRODUCTS & PROMOTIONS
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Apr 21-24	Advanced Submodalities (Boulder, CO)
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May 8-19	Dave Dobson's OTCC Spring "Fun Shop"

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May 1	Advanced Neural Dynamics (San Francisco, CA)
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May 14-16	NLP & Ericksonian Hypnosis Certification
June 9-11	Time Line Therapy Certification (New York, NY)

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May 1-2	Contextual Selves

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SOUTH CENTRAL INSTITUTE OF NLP
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Apr. 14	NLP Practitioner Program Begins (Long Beach, MS)
Apr. 22	Power Writing Workshop

SOUTH EAST CENTER OF NEURO-LINGUISTIC PROGRAMMING
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Sept. 15	Practitioners Training Begins

SOUTHERN INSTITUTE OF NLP
P.O. Box 529 - Indian Rocks Beach, FL 34635 (813) 596-4891

Apr. 28	Master Practitioner Certification (Tampa, FL)
July 1-24	International V NLP (Zermatt, Switzerland)

THE NLP CONNECTION
3500 St. Charles Ave. - New Orleans, LA 70115 (504) 891-1212 or (504) 889-8524

June 3-14	Trainer Certification
June 10-11	Richard Bandler Workshop

UNIVERSITY OF NORTH FLORIDA
Division of Continuing Education - P.O. Box 17074 - Jacksonville, FL 32245-7074 (904) 646-2690

July 9-22	The 5th Annual NLP Institute Summer in London, England (Optional College Credit)

WESTERN STATES TRAINING ASSOC./NLP OF UTAH
1569 East Waterbury Drive - Salt lake City, UT 84121 (801) 278-1022

Apr. 14	Business and NLP
May 5-7	Awakening Your Personal Genius
May 17	Increasing Your Effectiveness - An Intro to NLP
May 19-22	Advanced Beliefs and Health
June 10-12	The Logical Levels of Change
June 21	NLP: An Overview

CONFERENCES
NANLP 1989 Annual Conference - Wellness: Body, Mind Business

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