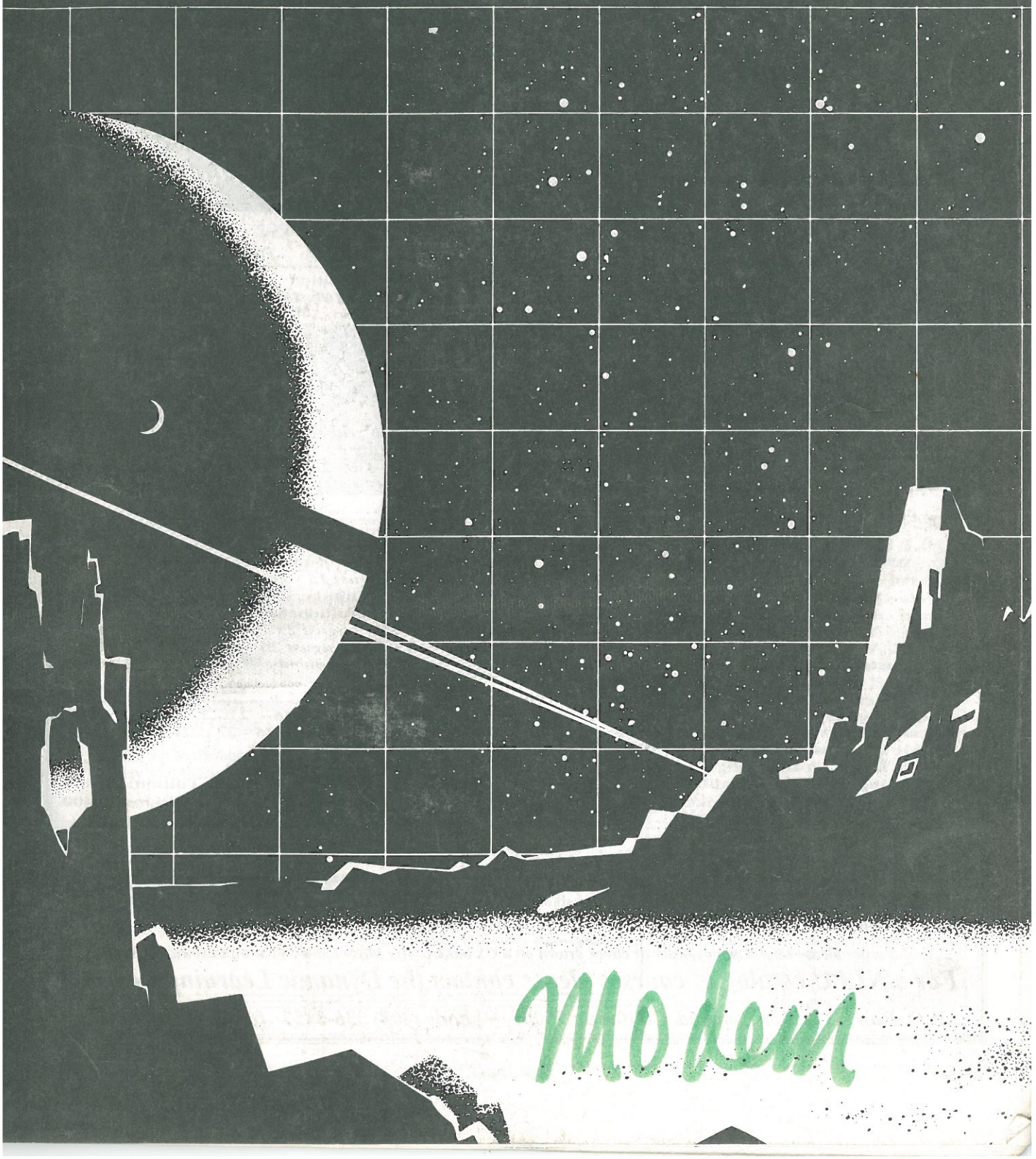
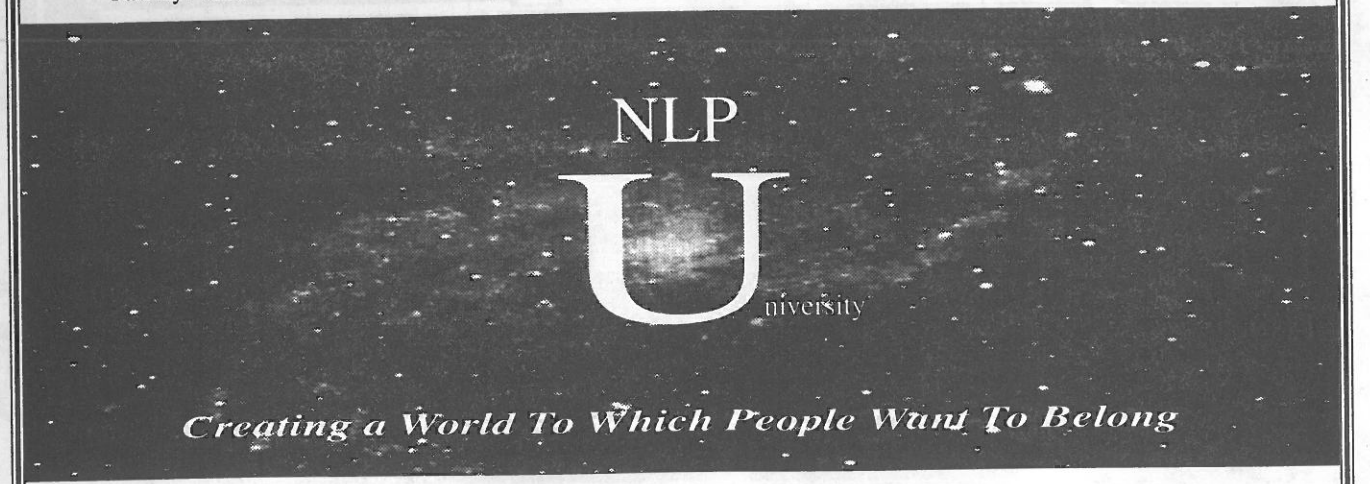
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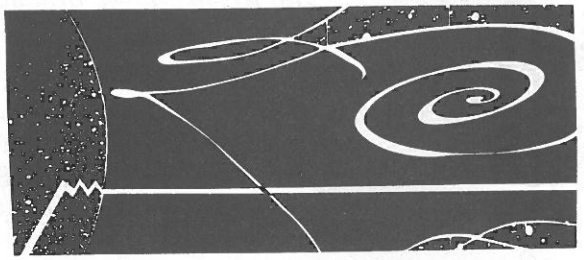
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You may have noticed that the *Anchor Point* you are holding seems heavier. In fact, it is 50% larger this month. We are pleased to provide you with this special issue to celebrate our new format and expanded coverage.

This month's issue is filled with articles and techniques that can make a difference in your life. In addition (at the request of many readers), *Anchor Point* has also expanded its product offerings, adding many new books and audio tapes. As always, current subscribers receive 10% off of all products they order from *Anchor Point Products.*

We hope you enjoy our move into the future.



INSIDE

Reframing the Recession..... 5

New Option Generator 10
Resolving Paradoxical Probems & Second-Order Change

Around the NLPerhood 15
Barclay McMillan

Connecting Up the Modern..... 16
NLP Community

NLP VIA Compuserve..... 19

Connecting Up To NLP &..... 21
Compuserve

T.O.T.E.s for T.O.T.s..... 23

The Vestibular System 26
A Starting Point For Perception

Explorer As Entrepreneur 32

NLP Products 35
Current Subscribers Save 10% !!

Hand Game: 38
Vagaries of Uncertainty

Book Review- 42
Body and Mature Behavior

News & Noteworthy.....43

Coming Events 44

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Problems Into Outcomes:

Reframing the Recession



By Lucy Freedman

NLP encompasses models and thinking structures that are central to human evolution at this time in history. They represent the patterns of what works for people and human systems. Yet at times we only see NLP as having an impact on the individual, or as a set of techniques applied within a limited scope. This article addresses the Outcome Frame, an NLP model, as it applies to the mindset of businesspeople facing an extended recession.

Where's the Silver Lining?

Every cloud has a silver lining. For many businesses this year, it's been hard to find the silver lining in the cloudy economy. When people are struggling with problems, their perspective tends to narrow. Hearing the discouraging predictions of even the establishment's economic spokespersons, it is hard not to buy into a gloomy mood.

Like any form of stress, economic worry and hardship tend to bring out our less resourceful, rather than more resourceful states. (All right, polarity sorters, not for you. You already know how to thrive on adversity, so you don't need this article anyway).

"If you find the pulse of what people need now, you'll be living one of those stories of success in hard times."

Often, NLP is focused on changes for the individual. Reframing is one element of NLP that will have great value in the business world, for we will need a lot of reframing to make the current business realities into productive opportunities rather than increased difficulties. If we can contribute to this massive reframe, our value will definitely be felt in the ability of our own businesses and our clients' businesses to see opportunities more broadly, rather than pulling back and battening the hatches.

As someone who has started businesses in each of the last several recessions, I feel it is time to take a stand for reframing recession. I recognize that in my field, and in this country, and with the privileges of a good education and good health, it may be a lot easier for me to reframe things than it might be for someone who is starving, or freezing this winter, or who never considered anything but a factory job. I can easily decide that I have no right to be cheerful when others are suffering. In fact, I am deeply concerned for all the people whose governments have failed a lot worse than the US government, whose ethnic battles are re-emerging into armed conflicts, and whose economic systems hamper any effort to improve their situation.

But to stay mired in this worry is to contribute to the problem. Rather than decide that I have no right to speak about reframing others' misfortunes, I see a different kind of responsibility here. Those of us

Next Page »

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who are well enough off have a responsibility to promote some kind of optimism and to offer some ray of hope in a world darkened by despair.

NLP Practitioners are familiar with the concept of framing. The distinction between problem frames and outcome frames is an illustration of the fundamental shift that many of us are trying to bring about in the world today.

Problem Frame: Ain't It Awful

In a problem frame, you ask questions like, "What is the problem? Why does it exist? What limitations in the situation prevent you from solving the problem? Whose fault or failure caused this?" This is common recessionary thinking. As you read the newspapers and listen to broadcasts, notice how much of the analysis addresses the whys and the faults. Analyzing causes of the current situation has its value. Post-mortems are useful where action can be taken to avoid the same situation happening again, or to correct the current situation.

However, much of it is wheelspinning, not constructive thinking. In Transactional Analysis, there is a pattern known as "Ain't It Awful," a kind of conversation with the object of passing time and displacing anxiety onto the outside world. Even among fairly enlightened folks, you can hear "ain't it awfuling" as a major conversation these days. (That last sentence was itself an "ain't it awful" example.)

"A cynic is not merely one who reads bitter lessons from the past; he is one who is prematurely disappointed in the future."

- Sidney Harris

We are in the problem frame when our attention is focused on what's wrong, and our energy is spent asking why and deciding who to blame. In this frame, we tend either to go nowhere or to get rid of whatever or whoever we think is to blame. Many people just feel like "getting away from," and go into withdrawal or depression. With enough behavior like this, we can probably turn the economic situation into even more of a disaster.

Certainly for small businesses that offer NLP-based services, the attitude we bring to our marketing has a direct effect on how we will be received. Negativity in our own beliefs will come through, even when our lips are spouting the benefits of NLP for business uses. We must reframe ourselves out of scarcity, and in such a way that we can lead others with us.

Pace and Lead

Remembering that our clients, and a large proportion of the business community in general, are dealing with realities of slow markets, layoffs, scarce credit, and intense competition, we would be foolish to come across as totally optimistic and unaware of the challenges they face. Just as we have our own realities - the need to produce cash flow, the continuing work of finding customers who need our services, and especially, being optimistic in tough times, we can understand the realities of our customers. We can help them as well as ourselves move into a positive, motivating frame of mind. This column is not a suggestion that it is your role to play Pollyanna. That would work to your detriment and that of your clients. The ability to recognize that "the situation is desperate, but not serious," is your ace in the hole for exactly these times. With a positive frame, both you

and they can be resourceful and mutually supportive in facing real challenges that will require creative breakthroughs and continued persistence to overcome.

Outcome Frame

If we take the leap and go for the outcome frame, we start asking questions like, "What do we want out of this situation? How will we know when we get there? What possibilities exist in the current situation? What have we learned that we can use?" Just by engaging in this set of questions, you'll find a shift in energy, optimism, and clarity.

It's this energy, optimism, and clarity that is an absolute necessity for learning to cope with the rising levels of change. Change managed for positive outcomes is a lot better than threatening changes over which we experience no control at all.

Given that the world is being rather dramatically shaken up, perhaps something bigger and better is getting ready to happen after all. If we lose our way because of the fear of all these changes, and the prospect of worldwide economic collapse, we will be contributing to it, rather than helping change the course of things. Sometimes because we are not Gandhis or Martin Luther Kings or Mother Teresas, we live at effect rather than at cause of the events in the world.

Ownership

If you recognize the distinction between the problem frame and the outcome frame, and would choose the outcome frame, you are part of the solution. But you are only one person. It is hard to see that your own attitude shift is working when so much of the world seems to be in conflict or poverty or some other kind of suffering. I may be able to shift my own mind set for a limited period of time, but if I do it in isolation, it won't last for very long. Just ignoring the plight of other living beings isn't a genuine shift into the outcome frame. As with any reframing, you check with all parts of the system you are working with for objections to the change. If we took the negativity of everyone in the world - including the analysts who tell us how bad it is and why - as objections, it would take forever to produce a congruent outcome frame.

Today's instant access to information about events happening worldwide can give us a false -and crippling - sense of responsibility. If I know about much more than I can directly affect, I am overwhelmed. Certainly, small consulting firms cannot claim to have a whole lot of influence in driving the economy one way or another. The amount of money that flows through all training and consulting businesses combined is a growing amount, but not even noticeable compared, say, to the military budget, or to even one large computer manufacturer's annual revenues. So it's unrealistic for us to have a direct financial impact on the world economy.

When we look at the parameters of the situation we are reframing, we need to set useful ones, not overwhelming ones that are way beyond our potential to influence. Too small a system, and we are insulating ourselves. Too large a system, and we are paralyzed by the hugeness of it. We tend to fall back into the problem frame, and be at effect. Instead, we can establish a level of ownership of the situation that maximizes our influ-

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ence without dampening our spirits.

The appropriate level of ownership varies depending on who you are and how your business is positioned. You are part of many systems, social, political, geographical, etc. Your behavior has an impact on a much larger system than what you would initially define as "business" or "family." Your ownership always includes your own physical body, your direct interactions with others, how you spend your money, and the marketing messages you produce.

If you are taking care of yourself physically, you are already acting in the outcome frame. When you pay attention to your own internal dialogue, and change negatives to positives, you are generating the outcome frame. When you consciously design your communication with family, friends, co-workers, so that understanding is increased, you are spreading the outcome frame through your behavior. When you spend money to get help from others for maintaining your mental and physical well-being, you are acting in the outcome frame. When you set goals and move toward them in any domain of your life, you are in the outcome frame. Compare all this to being in a place of powerlessness, to making no difference at all in the world you live in. Your impact is felt from the self outward, and your business is your way of translating it for a wider audience. Value is added by your ability to hear, to understand and empathize, then to shift the frame and reopen people's ability to be resourceful. Out of those resources, you earn your own abundance.

It is easy to forget how significant this is, especially after a few years of practice so that we take it for granted. Yet without recognition of the importance of the outcome frame, we lose motivation and confidence in continuing to represent ourselves that way. A few mistakes, and we fall off the wagon, slipping back into self-blame and the problem frame. This illustrates how major the work really is of making the shift into the outcome frame and holding ourselves there.

There is an old Buddhist proverb which says, "when you set out to do something great, you discover your obstacles." Shifting our society, and our business activities, into a win-win, egalitarian, nurturing framework is something great to do, a significant part of the historical opportunity we are experiencing. Reframing is the explicit model of what we are doing to create this change, and in far more than the realm of individual therapy.

Practical Suggestions

Remembering that the map is not the territory, and that we can develop maps with expanding possibilities, here are some specific actions to consider to help move toward the outcome frame in your business and personal dealings:

1) Notice what you are doing to take care of yourself - anything, including getting sleep, or brushing your teeth, or reading articles, or returning phone calls - whenever you begin to feel hopeless and feel that you aren't doing anything.

2) Set a level of responsibility that works for you. List the people your work directly affects, the people you interact with as a colleague, the business environments which you influence. Take a look at the benefits you

produce. Ask others to give you some feedback on your contributions. Then acknowledge these to yourself.

3) List the things you are most concerned about at present (Go for ten, if more flow out, then keep going till you come to a natural pause). Categorize the items on a scale of 1 to 3 - 1 means, directly connected with you, 2 means you may have some influence, 3 means it seems beyond your influence at present. Starting with the 1's, write outcome statements: descriptions of the desired state. Keep doing this until you feel resourceful and can see what actions you want to take for yourself or what offers you might make to others regarding these concerns.

4) Allow others the room to choose how they want to frame the situation. You can give people an awareness of the distinction between problem- and goal-orientation, so they can represent both to themselves, but you cannot decide for them which frame they will operate from. By pacing people whether they are in the problem frame or outcome frame, you are helping them have the room to choose.

5) Write marketing messages for your service or product that position you as a resource appropriate for times like these. Review these benefit statements, and practice responding to the objections that come up for you. Again, reframing is not a Pollyanna solution, and the objections are there to help you understand and address what your customers really need.

6) Put special attention into the last question of the Outcome Frame: "What have we learned here that will be useful to us?"

Of course, once you begin to make the shift to the outcome frame, your own creativity begins to flow. The perspectives that became narrow in the problem frame begin to widen again. Your skills of observation and attention to what others need are activated. You offer a kind of value that is most needed when others are trapped in a negative forecast for themselves and their businesses.

If you find the pulse of what people need now, you'll be living one of those stories of success in hard times. Most people tend to believe the economic map as it is presented by the media, reinforced by their direct experiences of hardship. If they can take in the information yet recognize that they can choose their response - that's the greatest value of all. You, as an NLPer, have that value to offer. Let's get this downturn turned around - as one of the components of the paradigm shift that we'd like to believe is taking place in planetary consciousness today.

Lucy D. Freedman is President of Syntax Communication Modeling Corporation. She trains managers, technical professionals, sales people, and trainers in communication, coaching, and consulting skills. Lucy is on the Board of IANLP and is a past director of the ASTD (American Society for Training and Development) Neurolinguistics Network. Syntax offers a Trainer Institute twice a year. Address: Syntax, PO Box 2296. Los Gatos, CA 95031. Phone: (408) 395-0952.



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The New Option Generator:
Resolving Paradoxical Problems & Second-Order Change

By Paul Scheele, MA

Someone yells to you, "Be Spontaneous!" What do you do?

The now classic, "be spontaneous!" paradox described by Paul Watzlawick in his book, *Change*, is guaranteed to put someone into a stuck state. At the moment it's given, the command is impossible to obey. It is an example of a tautology or double-bind which forces the recipient to spin into a no-win situation.



Another type of double-bind is therapeutic which forces the recipient into a no-lose situation. Creating such a paradox is a goal of the best therapeutic interventions.

Working with double binds is an essential skill of an NLP practitioner. It helps in understanding the structure of stuck states, in utilizing a client's stuck state and in the design of elegant changework.

The Nature of Paradox & Dilemma

All survival is derived from being able to move toward food, water and safety and away from poisons and danger. This ability is described by scientist T.C. Schneirla as being a "biphasic pattern of adjustment." This biphasic or paradoxical arrangement seems to be built into the nature of human beings.

As an example, we have opposing muscular systems with flexor and extensor muscle groups working in controlled opposition to each other. Opposing muscle groups, like the counterbalance weight of an elevator, allow one to stop exactly where desired.

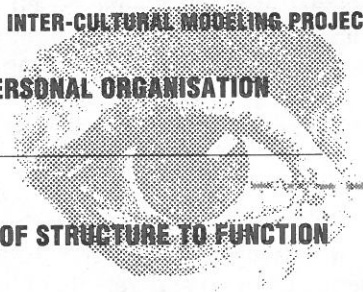
Emotional reactions have a similar arrangement: sympathetic and parasympathetic nervous systems work in controlled opposition. Humans can experience rage, peace or anywhere in between.

Personality traits work on the same biphasic or paradoxical arrangement as musculature and nervous systems according to psychologist/author Al Seibert. In his article, "The Survivor Personality," he wrote that most mentally healthy people he studied were both:

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In other words, they weren't one way *or* the other. They accessed *both* ways *simultaneously* and had a broad range of behavioral options along each continuum of opposites.

Paradox is everywhere from the structure of a human being to the yin-yang structure of the universe. Dilemmas are natural since there are positive and negative consequences to any course of action. A dilemma becomes a destructive no-win situation for a person when there appears to be only two options, with each being perceived as punishing.

Paradox is only a problem to those who get stuck focusing their energies on only half of the paradox. For example a person may say, "I know I have to let go to gain more control, but I can't. I have to stay in control. I can't risk letting go." This perspective directs all the person's energies toward over-controlling, thereby throwing off the natural balance. Such a person tends to repeatedly confront the problems related to their over-control.

In another example, the person who fears failure tries to do things perfectly all the time. This perfectionism causes them to put off taking action or taking risks which are essential for success.

The answer is really not in one choice or the other, since life isn't black or white; it's both. It isn't a matter of one end of the spectrum *or* the other, it's *both* simultaneously *and* something else at the same time. The answer seems to be in a flexible process of living with *both* and *neither* choice as equally and simultaneously viable options. Such an answer is a different solution, and it is outside the push and pull of the opposites. It uses opposites as a spring board. As one author put it, "*In a universe which appears to divide into irreconcilable opposites, there seems to be a third possibility, a basically different, outside option.*"

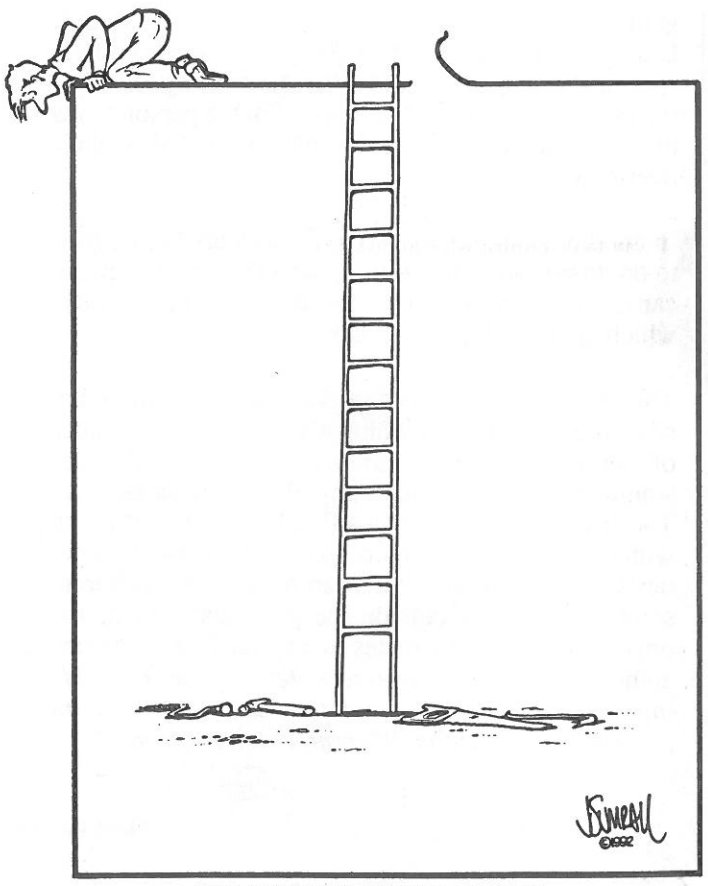
Next Page »

The New Option Generator

In 1983, associate Mark Kinnich and I developed a "personal growth" course based on resolving paradoxical problems that commonly arise during six stages of psychological development. The NLP model we created to resolve apparent "no-win" problems later became known as the New Option Generator. Here is the essence of that model.

The *New Option Generator* works on getting a person out of solving the apparent problem (first order or remedial change) and gets them into solving the way they solve problems (second order or generative change). This is accomplished by having the client gain access to choices that previously were neurologically off limits to them.

Take any continuum of human behavior...control vs. letting go, being vulnerable vs. maintaining boundaries, acting dominant vs. easy going, having concern for self vs. having concern for others, etc. Since personality is a complex of tautologies like these, individuals live within a range between the two opposite ends on the continuum. (Your range on a given continuum describes your personality type.)



BOB VENTURES OUTSIDE HIS BOX.

Paradoxical problems are found when a person has two choices of behaving, both of which have negative consequences. Take the case of control vs. letting go. When a person gets too loose, negative consequences can arise. A subsequent fear of doing that again becomes anchored ("I might lose control of myself"). He or she moves away from this end of the continuum toward the opposite end--takes charge and gets things under control. When s/he has moved too far to this opposite side--overly rigid, uptight, controlling too many details--negative consequences can, again, arise. The related fear of similar punishments get anchored ("I'm going to burnout if I don't lighten up a bit").

Over time, people learn an acceptable range of behavior within which they can function. Once anchored, the choices that exist beyond the "safe range" are neurologically off limits and won't be considered as choices. Even the thought of going outside of the "safe range" produces the fear of punishments anchored by life experience. Consequently, most people tend to live within a "comfort zone."

There comes a time in the development of human beings that resolution of a paradox is required. For example, some life situations require that a person acts by letting go and being in control. Parenting, skidding a car on an icy road, SCUBA diving, flying airplanes, rock climbing, and *PhotoReading* are all instances which confront the paradoxes of normal human behavior and require stretching into the realm beyond the "safe range." In these situations, a success occurs when being *both and* instead of *either or*. This is the second order change.

The Strategy

Step 1: Understanding How the Double Bind Operates

- Explore a time in which the bind operated first to your detriment, and second to your advantage. Examine a specific example of each from the past, then in the present (within the last 3 months), and finally how it will probably operate in the future. Mentally stimulate living each experience fully and discuss.

Step 2: Anchor Collapse on the Situation to Avoid

- Imagine in one hand the experience of the current situation you fear, with its associated punishment. Represent many submodalities as it looks, sounds and feels when it comes to fruition.

  Client example: Wanting to be in control of raising his children. He exerts a high degree of control over

their behavior and is afraid of being a tyrant and alienating them.

- In the other hand imagine the opposite of the fear and its associated punishment as it looks, sounds and feels when it comes to fruition.

  Client example: letting go and "just being" more with the kids in a playful way. Let the kids make their own mistakes, suffer their own consequences. He is afraid that they'll mess up their lives and turn out irresponsible, ultimately becoming the kind of adults he despises.

- Be able to identify each side as different, separated and present in your respective hands.

- Bring the two hands together and integrate. Experience the extent of the no-win situation between the two opposites as they come together.

Step 3: Anchor Collapse the Situation to Move Toward

- Take the polar opposites into your respective hands once again. This time represent how each has operated successfully to get you what you really wanted in life. In each hand is the experience of a behavior which 1) was appropriate, 2) you were successful at, and 3) had the feelings you want.

- In one hand, imagine the experience of the current situation you fear, really working out for your benefit and with its associated rewards. Represent many submodalities as it looks, sounds and feels when it comes to fruition.

  Client example: being in control of the behavior and discipline of his children. They learned how to behave themselves in restaurants and received praise from others and parents plus won the opportunity to go out and get fun food again.

- In the other hand imagine the experience of the opposite of the fear really working for your benefit and with its associated rewards. Represent many submodalities as it looks, sounds and feels when it comes to fruition.

  Client example: letting go and "just being" more with the kids in a playful way. The kids learned their own way to do a homework assignment that was quite different than he might of done. They took a lot of responsibility and pride in what they accomplished. His presence as a father was valued as a resource.

- Be able to identify each side as different, separated, and present in your respective sides of your body and brain.

- Bring the two hands together and integrate.

Next Page »

NLP: *What to Do When*

Have you ever been confused about which procedure to use?

Have you ever wondered whether more than one procedure would be required to accomplish what your client wants?

Have you ever encountered a smoke screen from a client and wished you knew how to break through it?

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Step 4: Simulate Future and Change History

- Take yourself into the future and imagine how new choices could operate in a probable situation.
- Imagine the successful operation of these new patterns of behaving being experienced in your present life circumstances within the last 3 months.
- Imagine how this situation could have been in the past and simulate fully that these new patterns were used by you in some past situation.

  Client example: the father imagines himself as a king of loyal, loving and devoted subjects. As a good king, he bestows order and blessing, and engenders creativity throughout the home. Situations which are imagined include future athletic events, doing chores around the home in the present, and going to sleep at night in the past.

- Top it off with timeline therapy about:

  1. What life would have been like today if these choices had been available to you years ago,

  2. What life will be like 5 years from today, and

  3. What life will be like 10 years from today.

Summary

This fairly simple pattern of collapsing anchors basically blows the boundaries off of the old "safe range," while giving a person access to neurological choices he or she habitually overrode. From a position of having new options, the client can select behaviors that lead to second-order change. The end result is the person solves the way s/he used to solve the problem by engaging in paradoxically effective solutions.

Play with the pattern. If you have questions, feel free to call me (Paul Scheele) personally at 612-475-2250. I will be presenting the "New Option Generator" at the 1992 IANLP Conference. The presentation is Sunday, April 25, from 9:15 am to 12:15 pm.

The Paraliminal Tape titled, "New Option Generator," actually leads the listener through a shortened version of the process described in this article. You can order it through Anchor Point Products.

NLP International VIII

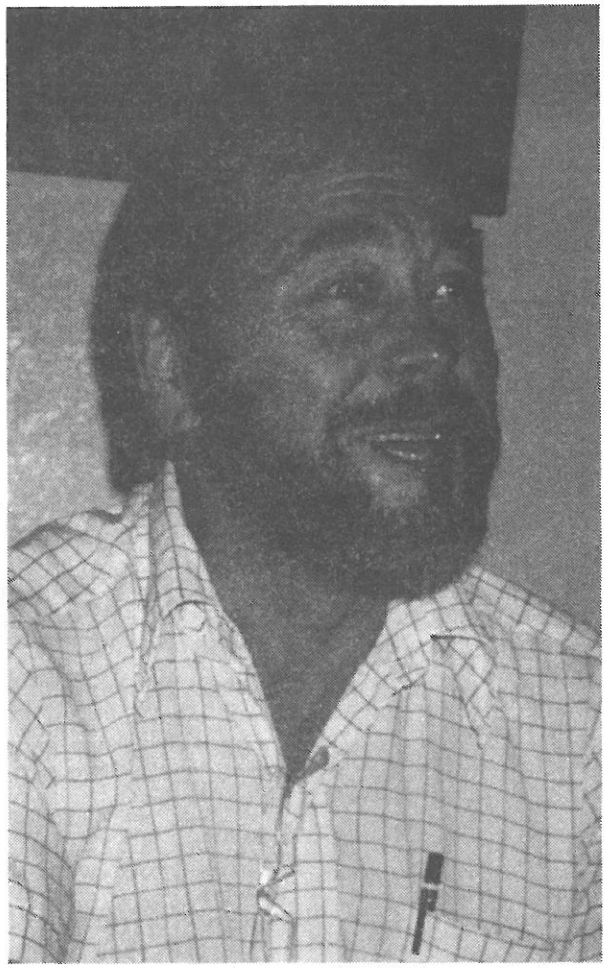
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Barclay McMillan



Home: Ottawa, Ontario Canada
Occupation: NLP Trainer
Institute: Metability

What do you enjoy most about NLP? The options it creates in your life and the excitement it adds to all of life. Also all the possibilities it opens up to people to enjoy life.

How long have you been involved in NLP? I began to explore in 1982.

Person I never met but would like to know: Gandhi.

Favorite vacation spot: Ibiza

Hobbies: Tai Chi, hiking, cross country skiing, and choral singing

What do you do for fun? I enjoy hanging out with people, talking and listening.

Most unusual NLP experience: Helping an adult with cerebral palsy.

Favorite type of music: Baroque, Bach (B Minor Mass) and Choral music

What NLP book do you loan out most often? *Heart of the Mind.* It makes friends of NLP.

Favorite movie: *Dead Poet's Society.* Some sections of the movie are useful in teaching submodalities.

What was your most interesting job? Starting the first multilingual professional radio station in the Canadian Artic. It was in Inuvik, North West Territories. The station had programming Inuit, Aboriginal languages, French & English.

If you could model anything, what would it be? The empowerment of people.

What NLP pattern do you use most often? Reimprinting.

How is NLP different in Canada? NLP is achieving full potential. As in any country, the results are different in the hands of the individuals who use it.

If you had unlimited resources, you would? Study the mind body relationship and the effect of tone on the human system.

Connecting Up...

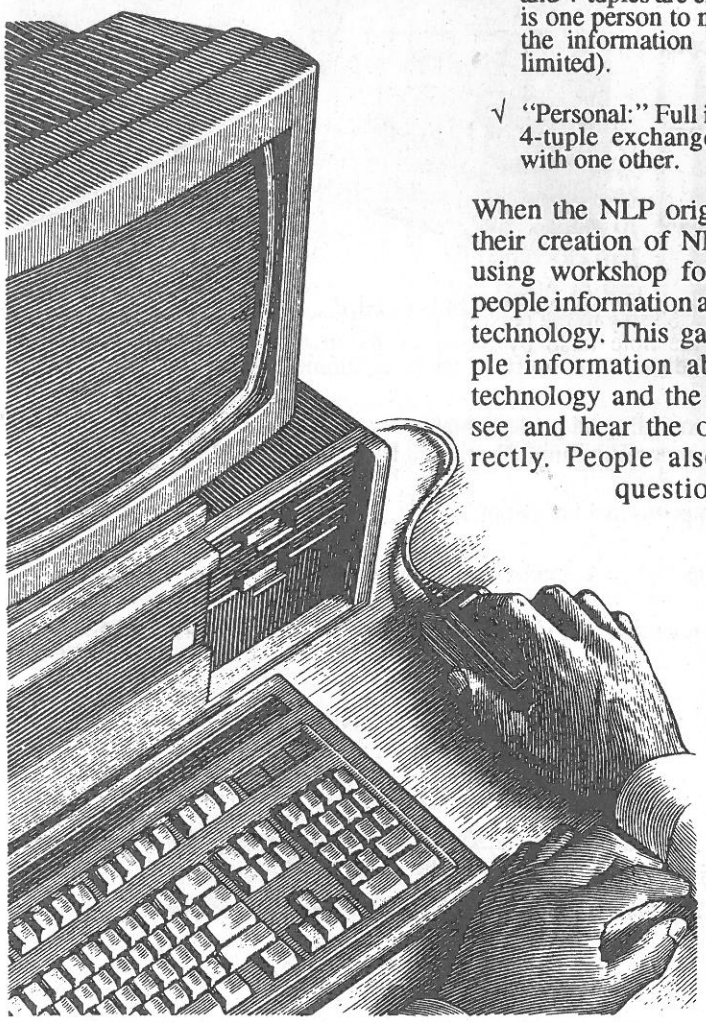
The Modern NLP Community

By Rodger Bailey

I think it's time for the NLP community to move to a new level of communication. Let me take a few minutes to describe the kinds of communication we have been using and then describe how a new world of communication would operate.

For the purposes of discussion, I want to create a *personal* communication scale to discuss communication types. The scale is the following:

- √ "Impersonal:" Information goes one direction only and 4-tuples are not available.
- √ "Mostly Impersonal:" Information and 4-tuples go one direction only.
- √ "Equally Personal and Impersonal:" Limited information or 4-tuple exchange.
- √ "Mostly Personal:" Information and 4-tuples are exchanged, but it is one person to many people (or the information or 4-tuples are limited).
- √ "Personal:" Full information and 4-tuple exchanges, one person with one other.



When the NLP originators began their creation of NLP, they were using workshop formats to give people information about their new technology. This gave many people information about the new technology and the people got to see and hear the originators directly. People also got to ask questions and have their questions answered directly. Workshops are a "Mostly Personal" medium.

The originators began to publish books. Books are an "Impersonal" medium for communication (some would even say that books represent information distribution, not communication).

Some trainers and institutes began to offer audiotapes and videotapes. These are a "Mostly Impersonal" medium of communication.

But we wanted more personal communication, so we formed IANLP (formerly NANLP) so that we could have structured opportunities to have "Personal" communication with others in the field of NLP. At conferences, we attend sessions (which are "Mostly Personal") but much of our communications at conferences are "Personal," networking directly with others in our field.

Now there are newsletters such as *Anchor Point which are "Mostly Impersonal." Most information goes one direction, but there is a chance for some feedback (letters to the editor, etc. . .).*

We can (and many of us do) call each other by telephone. When we reach an answering machine we experience a "Mostly Impersonal" communication (If the machine is defective or the sound quality is poor, it is "Impersonal."). When we finally connect with someone it is "Mostly Personal."

Many of us now put our FAX numbers on our business cards. FAXes represent a "Mostly Impersonal"

communication medium. There are no 4-tuples and communication seems to be going one direction only, but anyone who receives a FAX can turn around and send a reply.

Notice that the closer the communication gets to being "Personal" with developers or others in our field, the higher the costs. The reason is that it costs money for a person to exchange their 4-tuples with another.

I am not suggesting that "Personal" is good and "Impersonal" is bad. These labels are simply measures to help us understand communication styles. I am suggesting that people have a wide range of possible appetites for communication styles. I don't get much usable information from a book. I get much more information from attending a workshop. I am happiest (in terms of getting information) when I have "Personal" contact with the person with the information.

But, I would like to tell you about another option which is "Equally Personal and Impersonal." It is computer networking. Now wait!, before you activate your computer phobia, just think of the computer as a smart typewriter. Think of computer networking as a combination FAX machine and smart typewriter.

The way it works is this:

- √ A person uses their computer to compose a note.
- √ Instead of printing the note and sending it by mail or FAX, the person sends the note to a mailbox system (another computer).
- √ The person to whom the note is addressed, checks their mail at the mailbox system, and recovers the note mailed to them.
- √ Now the recipient has the note in their computer.
- √ They can send it (changed or unchanged) by the same method to another person.
- √ They can also use the note (or perhaps document) in any way they might use text in their computer.
- √ They can also reply to the person who sent the note (also by the same method).

Now, that doesn't sound so bad does it? It is actually quite fast and efficient. It is "Equally Personal and Impersonal." Information is exchanged directly (personally), but 4-tuples are very limited.

Let me tell you some stories about my own experience. And also, let me tell you about my frustrations with this approach (not everyone with whom I want to communicate uses this system).

While I write this description, I am in Montevideo, Uruguay (if you want to find it on the map, it is about 100 miles east of Buenos Aires, Argentina). I have been here for several months now. I keep in contact with many people in the United States with computer networking. We are using Compuserve Information Service (CIS) as the mailbox system.

About twice a week (while here in Montevideo), I call CIS to read my mail and send notes to others. Let me tell you some of the ways I have used this method of communication in the past few months.

I wrote an article about re-structuring the NLP curriculum and sent it to four friends for review. I got information from two of them which helped shape the article.

I wanted to host a panel at the Orlando IANLP Conference in April. I

Next Page »

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invited the people whom I wanted on the panel and I got confirmation (and one rejection with regrets) from them about being on the panel. This allowed me to quickly exchange ideas with a variety of people even though they were not physically present.

I confirmed a training date with Jack Bross at the MA Institute for NLP. I requested (and received) a book about trauma treatments from Terry Furman and Judith Swack. I conducted some IANLP business with Lyle Chubb. I confirmed a meeting with Deanna Sager. I conducted IANLP business with Laura Shaw at the Association Office (yes, the Association Office uses CIS too). I conducted business with Shelle Rose Charvet.

I got a confirmation from *Anchor Point* about another article I proposed. I answered LAB Profile questions from Steve Robbins. I discussed the Bi-Lingual NLP Conference in Buenos Aires with Wyatt Woodsmall. I reviewed a letter from Martin Brossman to CIS about a place for NLP on CIS. I got information about an NLP technique from Deanna Sager, Judith Swack, and Jack Bross.

I conducted business with Larry Lands, who now publishes and distributes *The LAB Profile Self-Study Program.* Larry and I also discussed a computer hardware problem I had.

Martin Brossman also introduced me to his brother-in-law, Robert Owen, who works as a consultant with NASA. Robert and I have continued a discussion of LAB Profile patterns as they relate to modeling problems he has on several NASA projects.

The wife of one of my business contacts, here in Uruguay, told me that she has found pecans in a couple of stores here. She also told me that her favorite food from the United States is pecan pie. I was able to get 10 different pecan pie recipes from various folks in the US, format them into a little booklet, and give them to her.

Steve Bender and I are conducting a Total Quality Management (TQM) Frustration Clinic in Albany in early December. I was able to use my contacts of other users on CIS to obtain a list of names and FAX numbers of NASA TQM managers, so they could be invited.

Now, let me tell you some of my frustrations with this communication approach. There are many people in the NLP community who are not using the CIS mailbox. Here are some ways my communications would be more efficient if more people in the NLP community were connected:

1. Increased information exchange with individuals to discuss their areas of expertise.

2. The postal system here in Uruguay is not functional (similar to problems in other countries), so messages and could be received faster than the postal service can deliver.

3. Elimination of problems associated with missed phone calls and faulty FAX connections.

4. Logistics for seminar preparation and finalization of details could be handled more effectively.

5. I can "talk" with individuals in foreign countries and not have to remember to call at odd hours of the day or night.

This list of benefits could go on for many more paragraphs. But, I really want to have more of the information exchange that could be available if we were all using the CIS mailbox approach. I assure you that if you send me a note or question, via CIS, I will respond.

Think of the possibilities. Imagine if 50 or 100 different people used CIS to ask me questions about the LAB Profile specifically or metaprograms in general. All those questions and those responses would be in my computer. With a little formatting and very low cost, I could provide a booklet with all that advanced information.

Imagine if Deanna Sager did the same with *Brain Mapping* or Wyatt Woodsmall did it with modeling? What if Florence Kasai did it with Use, Concept, Structure or Art Giser did it with *Imperative Self*? Think about Tad James doing this with *Time Line Therapy* or Judith Swack doing it with her Allergy Treatment. And, of course, this list could go on for many paragraphs.

So, not only can this help individuals get direct responses and high quality information, but because of the nature of the communication medium (computerized), we can retain all that information in text form and use it for additional distribution of information.

So, this kind of communication can help all of us keep in contact. The nature of this contact is on another level from we have been using in the past. It is not better, nor is it worse. But, it does represent another method of communication which can help our technology grow.

Rodger Bailey is a business consultant who developed The LAB Profile for identifying metaprograms. You can reach him on Compuserve #73377,2704.

Compuserve Information Service

Many of us are now using Compuserve Information Service (CIS) to keep in regular contact with each other. After you have the MODEM and appropriate software installed, you will want to connect with CIS and begin communicating with others. The software package and the MODEM usually comes with a complimentary CIS signup offer, which includes $15 free useage.

Costs

CIS doesn't cost you anything unless you use it. The current charges are $7.95 per hour of useage. It takes about 1 minute of useage to check your mail and read in one or two messages. This means to check your mail and bring in a couple of messages takes about 21 cents. For you to send your replies to those messages also takes about 21 cents. So, if you are using CIS and communicating with people, it costs less than the US Postal Service (and is much faster).

When you use the CIS signup offer to get you started, you will identify your name, address and certain billing information. CIS prefers that you charge your useage against VISA, MC, or AMEX.

Mailbox Service

This is the part of CIS which you will find is most useful, most quickly. This is the method that people use to communicate notes and documents. The way this works is simple. When you begin the service, you are assigned a

Next Page »

USER ID. This is a complex number with a comma in it (for instance: Rodger Bailey is 73377,2704). The software uses these numbers to keep track of who sends a message and to whom it goes.

But, in the software, you have the ability to keep track of people by their names. When you want to send a note to someone, you look in your address book (this is computerized and you select from lists you keep in your computer) and select to whom you want to send the note. But, when someone sends you a message, you can tell the software you want to "Reply" and the software keeps track of the numbers. Also, when you receive a note, you can tell the software to add the person who sent the note to your address book.

The software provides a method of creating notes (and creating responses) without useage charges. The software does almost all the activities which have useage charges automatically (without slow, human intervention). So, your costs are always kept to a minimum.

Forums

This is a place in CIS where people with particular interests can network. For instance, there is a forum which focuses on "Working From Home." People from many professions take time to check in here and find out what is happening among others who are also working from home.

There seems to be more than a hundred forums. There are forums for Crafts, Cooking, Electronics, Travel, etc. . . Each forum has two parts. One is the Sections where messages are stored and tracked. The other area is the Libraries where files of information are cataloged and kept.

"Sections:" Each forum has 15 to 17 sections. These are topical (you get the topic titles automatically) and people put messages there by topic. These messages can be to specific people or to everyone. Each forum has a limited amount of space and the oldest messages are deleted as new messages arrive. There seems to be space for a couple of thousand messages.

You can ask CIS to give you a list of all the messages (by section) and you get a list of message subjects along with a count of how many people have jumped in on a conversation (a particular message subject, called a "thread"). You can then ask CIS to send you all the messages from threads you select. You then read and reply to these messages and that is how you get involved with that conversation.

"Libraries:" Each forum has 15 to 17 Libraries. These are also topical areas. It is where files are kept. Typically files are large and messages are small.

You can ask CIS to search the Libraries looking for certain words in the descriptions of the files. You can ask CIS to send you a catalog of any of the Libraries (all or those with specific words in their description). You can also ask CIS to send you the files themselves from that Library. The files are then yours to use as you wish.

NLP on CIS

At this time, NLP is using the Forum AIEXPERT. This is the forum

Guess Who's Already in the NLP Computer Neighborhood

Anchor Point	*71140,477*
Carlos Aponte	*INTERNET:aponte @asabet.enet.dec.com*
Rodger Bailey	*73377,2704*
Joel Bowman	*73206,2537*
Jack Bross	*71220,205*
Martin Brossman	*II 72607,3666*
Don Burnstine	*76064,2722*
Lyle Chubb	*75500,2156*
Nick Cincotta	*73737,1235*
Steve Davis	*72070,2112*
Arthur Dembinski	*72775,1444*
Paul Edwards	*76703,242*
Charles Farrar	*70050,162*
TerryFurman	*INTERNET: furman@video.enet.dec.com*
Pascal Gambardella	*70272,522*
Oakley Gordon	*70313,213*
Joanne Hager	*70671,1251*
Bill Judd	*76004,643*
Russ Milland	*76356,2327*
Steve Mulvihill	*73467,753*
Pat O'Reilly	*70571,615*
John Parmater	*71005,3351*
Dan Pesut	*76336,1346*
Steve Pile	*71117,401*
Stephen Robbins	*71220,1356*
Shelle Rose Charvet	*70274,1035*
Julian Russell	*100010,2715*
Robert Sager	*73717,1315*
Tom Salter	*72740,2506*
Laura Shaw	*70414,10*
Sara Wehle	*76234,1220*
Wyatt Woodsmall	*76170,1314*
Joe Yeager	*71220,2324*

for Artifical Intelligence, Expert Systems. We are using Section 10 for messages and Library 10 for files. The reason we are there is that AIEXPERT people are concerned with modeling.

To participate, you have to join the AIEXPERT Forum. This doesn't cost you any extra money. It is a formality which helps your software keep track of that forum and its Sections and Libraries. We would like to have you examine the message threads (messages all about the same subject) in the NLP Section and jump in and participate with us about NLP topics.

We would like to hear from you as soon as you get onto CIS. We are maintaining a list of NLPers who are on CIS. It is being kept as a file on Library 10, AIEXPERT. To make sure you get into that file, send a message to Lyle Chubb (75500,2156) and he will add you to that list.

Lyle will respond with a message which describes how to get that list. You then take that list and add the names and USER IDs to your address book in your software. You now have the updated list of NLPers who use CIS.

Into The Future

In the future, when we NLPers have increased our useage of CIS, we will get our own forum. This will provide us with 17 Sections and Libraries instead of one each. We can then have Sections for specific topic areas within NLP.



How Do You Connect to CIS?

Compuserve Information Service (CIS) is a computer. Computers talk with each other using hardware devices and computer programs. Let us examine what you will need to allow your computer to connect to CIS.

Hardware

Computers use a MODEM to connect with other computers over telephone lines. So, you will need a MODEM. This device converts the digital (on-off) information that a computer uses for its internal processing to analog (tones) information that telephone lines use for its transmission of information.

If you have an IBM compatible PC, you can buy a MODEM for less than $80. This MODEM fits inside the cabinet of your computer (internal MODEM) and provides a place where you plug in a telephone line. If you are not sure if you have a MODEM or not, look around the back of your computer cabinet and notice if there is a place to plug in a telephone line.

If you have a MacIntosh computer, and you need a MODEM, you have two choices. One choice is to buy a MODEM specifically designed for the MacIntosh. This will cost you about $200. The other is to purchase an external MODEM (does not fit inside the computer cabinet) and buy only the MacIntosh MODEM cable. This option will cost you about $100. Let me assure you that electronically, all MODEMs are quite similar. The difference in cost is related to packaging and marketing.

In both cases, the MODEM you want is "2400 BAUD, Hayes compatible." This is the standard MODEM in the marketplace today.

Software

After you have a MODEM connecting your computer to the telephone line, you will need software to provide an easy (for you) method of using this connection to send messages to CIS. Both of the following software packages come with material from CIS to sign you up and give you an initial $15 usage credit.

If you have an IBM compatible PC, you will want to buy a package called TAPCIS. You can purchase it through Lyle Chubb (the IANLP Research Committee is a Distributor). It will cost you $79. This software is specifically designed to make communication with others through CIS easy and inexpensive.

If you have a MacIntosh, you will want to purchase a software package called NAVIGATOR. It is also specifically designed for CIS. This package also costs $79.

An additional note about NAVIGATOR & TAPCIS: Other software will allow you access to CIS. These other programs can be used to work with the mailbox system to send and receive notes and documents. But, NAVIGATOR and TAPCIS are specifically designed to make use of CIS and its forums. The other programs do not automate the access to the forums (where the real good stuff is going on). Because they do not access

Next Page »

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T.O.T.E.s for T.O.T.s; or How I Learned to Stop Fussing & Fuming in One Easy Lesson

By Donald Powell

The last time I reviewed part of a book rather than the entire thing, I did so because I thought it was interesting. In the spirit of New Year's Resolutions, I've been thinking over what the function of a "review" actually is. I've come to the rather uncomfortable conclusion that, most of the time, a book or product review seems to be in the American Bandstand category. You know: "I like it. You can dance to it. I'll give it a 75."

Now, when you think about it, this really isn't much help, is it? Why? Because it doesn't tell you much about what you can **use**, or, in addition, if what you decide to use really **works**. In other words, wouldn't it be more interesting and certainly more useful in the long run to report on substantive experience rather than intelligent appreciation?

"It isn't what you know that counts; it's what you think of - in time."

- M.L. Phillips

My vote is AYE.

With that in mind, my American Bandstand analogy quickly develops a flaw. The sequence there includes an experience rooted in an action: dancing. The sequence in reviews rarely reports on the result of experience, preferring instead to report on the result of that interior behavior we NLP folks call thinking: "The writer has good ideas. I think if you try them they will work." What's wrong with this picture?

Tools for Dreamers: Strategies for Creativity and the Structure of Innovation, the newest tome from Robert Dilts and Todd Epstein, came floating in through the mails while I was thinking about all this. It also arrived at a time when experiences in my business were at the level of overwhelm. I've always been a fan of synchronicity, so I decided to turn the pages and try to get some help. Actually, my state management had gone to hell and I was so angry I couldn't function. Because this is an extremely rare experience for me, it was all the more difficult to find or recognize the resources I needed to get out of this state of mind.

So. I actually began by going to the Outcome Frame. This helped considerably with what I wanted, but didn't help much with what to do to get what I wanted, so I still felt terrible.

Fortunately, I came across the T.O.T.E. Utilization process in *Tools for Dreamers.* Let me briefly describe it, and then I'll give you my experience with using it.

The T.O.T.E. model, for those not familiar with it, stands for Test Operate Test Exit. This four-stage process was described by George Miller, Eugene Galanter and Karl Pribram in their book *Plans and the Structure of Behavior* (1960). Many of the basic NLP interventions are built using this four-step model. The interventions that have extra steps can usually be seen to have recursion features, which cycle back through one or more of the steps in the T.O.T.E.

Next Page »

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NLP-Volume 1 defines a T.O.T.E. as "essentially a sequence of activities in our sensory representational systems that has become consolidated into a functional unit of behavior such that it is typically executed below the threshold of consciousness" (Page 27).

In *Tools.* we have this description: "One of the most basic utilization procedures is to elicit the four elements of the T.O.T.E. loop for both the effective and ineffective strategies and contrast them for the key differences" (Page 153).

The utilization process Dilts & Epstein describe here has to do with effective and ineffective contexts.

"Quality is not an act. It is a habit."

- Aristotle

They propose four questions (one for each part of the T.O.T.E.):

1. What are your goals?
2. How do you know you are achieving your goals?
3. What do you do in order to reach your goals?
4. What do you do if you are not satisfactorily reaching your goals?

The questions are applied to both contexts by using a grid or a matrix for sequencing and comparison. When I did this with my effective context and ineffective context, my reason was restored!

Here's the background. Clients of mine, partners, with whom I felt I had good rapport, had purchased a new service from me. A month later they changed their minds, and implied that I had misled them. They canceled their order. My financial loss was roughly a thousand dollars. But what made me so dysfunctionally furious was the blow to my integrity. I take pride in having and maintaining high ethical standards, so I was pretty sure that what I had presented to them was honest and in their best interest. I hadn't counted on their cancelling that order to set off a self-esteem switch, but it did.

The statistics in selling tell us that if a customer is satisfied, they will tell four other people. But if they are dissatisfied, they will tell twelve other people. I don't feel that my business can take many dissatisfied customers.

I took the four questions of the T.O.T.E. and abbreviated them: 1. Goals (or outcome) 2. Evidence. 3. Action. 4. Results & Evaluation. Here's what I came up with, based on my previous business with them and the business I was trying to place with them. The effective context was "selling" and the ineffective context was "conserving"[effective context / ineffective context]:

- Question 1: *Goals (or Outcome)*

  Answer: Get them involved/Keep them involved

- Question 2: *Evidence*

  Answer: Willingness/Go along Continuous feedback/Sporadic feedback

- Question 3: *Action*

  Answer: Ask questions/Make statements

- Question 4: Results & Evaluation

  Answer: Sale/No sale Satisfaction/Anger

From this initial review of the contexts, two things were apparent:

1. I was switching from internal to external reference, and

2. Anger was a lousy result.

It also became clear that what I was after was **satisfaction**, and that everything else was in service of that result.

When I scheduled an appointment to meet my clients, I was aware that what I wanted to come out of there with was a feeling of satisfaction, and that anything else I got would be a bonus. My purpose may have been to conserve the business, but I was aware, because I used the T.O.T.E. Utilization Process, that my purpose was not effectively defined. I had to go for satisfaction.

It didn't work out like it does in the movies. I wasn't able to keep the business. One of the partners "forgot about" the meeting, and I had to deal with the skeptical partner alone. It soon became apparent that she wasn't about to change her mind. However, the amazing part was that it didn't matter to me. I went through my T.O.T.E. successfully, and got the satisfaction I was after even though I didn't get the bonus of keeping the business. But because I learned to backtrack to a previous positive result **before** going in to sell an additional service, I've been able to place more of those services and replace the income from that lost business. Plus, I got to feel satisfied.

All in all, then, I'd say this was a pretty useful strategy to utilize for effective and ineffective contexts. Now the question is, are there other ways to use this process? Sure. Let me suggest several. Students: taking tests, planning study time. Businesspeople: hiring employees, buying supplies. Personal: time management. Or, how about gross encounters of the turd kind?

The keys to using this process are in following the sequence of questions, and in noticing how the sequences are chunked. Steve Andreas says somewhere that re-chunking has very powerful effects, and my experience agrees with his observation. When you come up with an interesting way to use this process, I'd like to hear about it.

Anchor Point's official curmudgeon, Donald Powell, M.A., may be reached at 2778 Powhatan Ave. - San Diego, CA 92117 or by phone at (619) 581-2536. (Please note this is a new address and phone.)



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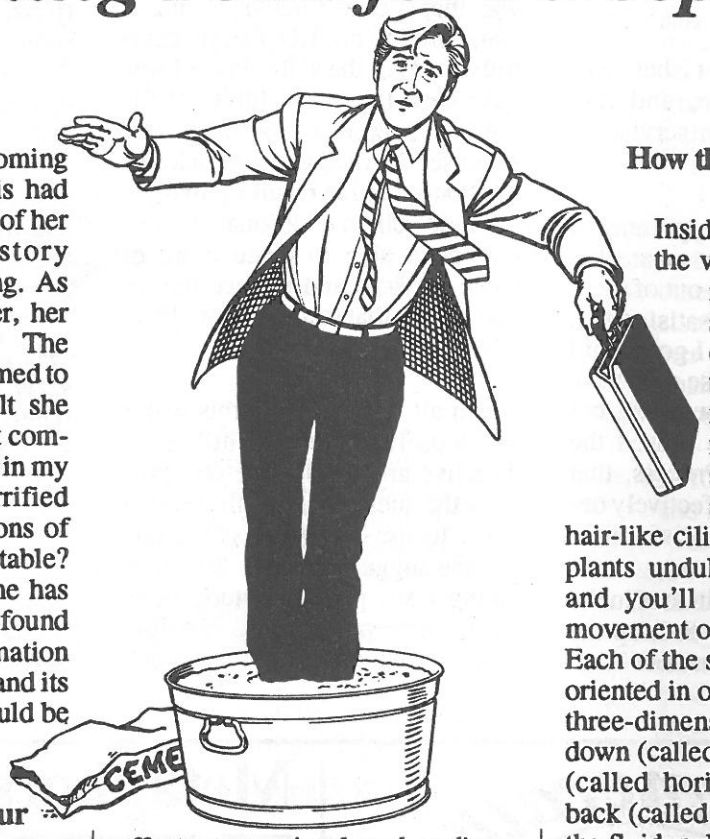
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The Vestibular System:
A Starting Point for Perception



By Marcia Reese

Two days before coming to my office Lois had stood on the roof of her brother's 27-story apartment building. As she moved closer and closer, her eyes peered over the edge. The tunnel-like lines she saw seemed to draw her forward. She felt she might fall. No, she even felt compelled to jump. She now sat in my office still shaken and terrified about the suicidal implications of her experience. Is Lois unstable? Should she conclude that she has suicidal tendencies? I have found there is some basic information about her vestibular system and its effect on perception that would be useful to know.

What and Where is Your Vestibular System?

Your vestibular system is a small part of your anatomy located in your inner ear. It is actually three fluid-filled tunnels and a chamber in the bone of your skull that is integral to how you perceive. Let's find it first. Put your fingers in your ears and point them diagonally forward toward the back of your nose. About a third of the way toward your nose, embedded in the bone, is the anatomical structure which has far-ranging implications for your orientation. You may already know that the vestibular system coordinates balance. You may not yet know how it is involved with your other perceptual systems. Let's begin with the basics so you will know how much it affects your visual and auditory systems as well as your entire construct of space.

The Beginning Point of Orientation

The vestibular system holds the key to how we orient our body/mind in space. Since we perceive with our bodies, we have to have some way of locating where our bodies are in space. You cannot know north, south, east, west, forward, back, side, or up without having a starting point. **Down** is the beginning point of orientation. How do you know, right now, where you are in relation to **down**? A common expression for someone who clearly registers **down** is to say that they are "grounded."

How the System Works

Inside the chamber (called the vestibule) and the tunnels (called the semi-circular canals) of the vestibular system are chemical salts floating in viscous fluid. Extending from all sides of the canals and the vestibule are hair-like cilia. Think of undersea plants undulating in the currents and you'll have a sense of the movement of the cilia in the fluid. Each of the semi-circular canals is oriented in one of the directions of three-dimensional space, up and down (called vertical), side to side (called horizontal) and front to back (called sagittal). The salts in the fluid, pulled by gravity, hit and bend particular cilia. The cilia, in turn, send nerve messages to your brain letting you know where down is.

Try an exercise. Close your eyes and gently let your head fall forward. Feel the sensation that your face is now toward down. Slowly roll your head to the side. You can now feel that your ear is toward down. Continue rolling your head around to the back, feeling the sensation of down. Then re-open your eyes.

The stretch receptors across your joints (proprioceptors) were giving you some information about where your head was in space. For most people, the primary information will be the pull to **down**, registered

in your vestibular system. Some of you may have been mildly disoriented from closing your eyes to do this exercise. We'll talk more about that later when we get to coordination and compensation strategies.

In addition to information about down, the vestibular system registers acceleration and torque (angle of movement). When I recall traveling on airplanes, I can remember the sensation of acceleration. The salts in the fluid hit and bend the cilia in the semi-circular canals. After the initial acceleration, the fluid and the salts catch up in speed so that they are moving at the same rate as the cilia. Then my vestibular system ceases to register acceleration and returns to primarily registering "down" though the plane continues at cruising speed. Any banking turns the plane makes will be registered by my vestibular system even if it's night and I can't see outside. Because the three semi-circular canals combine to cover all dimensions, they will plot my location in 3-D space. I will probably notice that the plane has begun deceleration and descent long before the captain announces over the speaker system that we are approaching our destination. Chewing gum and yawning can help equalize pressure around the vestibular system and allow it to work effectively.

Vestibular Coordination of Other Sensory Systems

Other aspects of sensory information, with the possible exception of smell, are then coordinated through your vestibular system. The information from eyes, ears and body are correlated with your location in space. Your vestibular system is the "frame of reference" for your other perceptions. Actually "sphere of reference" might be a more accurate term for the 3-D coordination. Disruptions in vestibular perception therefore have a big impact on visual, auditory and kinesthetic sensations. It's as if the signals from your eyes, ears and body are recorded in a studio. Then those signals must be sent through a relay station. If that relay station is unstable or not where you expect it to be, perfectly fine signals from the studio may end up scrambled in the brain's interpretive receiver.

Implications for Perception

NLP has helped me with internal representations for images, sounds and feelings but the distinctions don't account for spatial quandaries. How does a person know where they are in space? What is their frame or sphere of reference? How does the body measure that?

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What happens when a person's perceptual frame of reference is not located where their actual body is in space? What happens to images, sounds and physical stimulation if your spatial orientation is not stable? What happens when past sensations are stored in a different orientation than your current location in space? NLP is curiosity about such fascinating questions, not merely the formulae which sometimes emerge from the inquiry.

Perceptual Disruptions

Sometimes people do not seem to have reliable access to information about their perceptions. This can make it hard to apply effective NLP techniques. Yet when you listen literally you can often hear where they actually perceive themselves to be in space. "I'm off the wall today." "I don't know which end is up." "I'm beside myself." "I'm always getting ahead of myself." "I'm all wound up." If these people were in your office here's an exercise to do. Listen literally and begin to imagine what the hologram of their "perceptual body" would look like in space relative to the visual image they are presenting. Where they perceive themselves to be is where the information you are curious about is located. Now I am going to have you associate into the literal position they are describing. Notice what happens to your perceptions from that frame. By assuming this perceptual position, you may learn not only the relevant perceptions but also information about how the body split was set up in the first place. Remember to return fully to your own sense of down.

"We're all in this alone."

- Lily Tomlin

Origins of Vestibular Confusion

Difficulty with vestibular orientation can result from a number of origins. Hereditarily a person may have variations in the shape of tunnels, different fluid viscosity or cilia and salts of varying quantities. Physiological injury or trauma such as concussion or ear infections can have an impact on the system. Muscle tension, inflammation and hormonal changes affecting fluids can periodically disrupt the ability of the system to stably orient to down. In emergency situations, people can come to mistaken conclusions and form beliefs about their body in space. As a result of incest (abuse, or other trauma), a person can remove their sense of self from their physical location in space. This kind of chronic dissociation, while it was a psychologically creative solution at the time, may result in the person being confused about their location in space.

Case Examples

Let's consider some people who have these different types of vestibular disruption.

Physiological Origin - In Cheryl's case, an extreme one, she was born with an unreliable vestibular system. She had to delete almost all kinesthetic information because everything in her perception moved unpredictably. Without kinesthetic input, she could not feel and had no strategy to be convinced of anything. She tried to use visual and auditory information to compensate. Even with this she was overwhelmed with stimulation she could not coordinate. She deleted stimuli until she had only tunnel vision and single word

comprehension. She did not hear tonality. She did not see movement. She thought she was both crazy and retarded. After she became an NLP client, I discovered that her phobias, her obsessive-compulsive behavior, and her learning disabilities were primarily a result of compensatory strategies for her vestibular dysfunction. Motion sickness medication coordinated through her physician, bodywork to reestablish early developmental patterns, and small-chunk NLP work have awakened Cheryl to a full perception of life which she had had to delete.

Mistaken Belief - For years Rodney had felt unbalanced. When I asked for more detail, he said it was like he was always falling over, having to catch himself and then start again. With Rodney standing in front of me, I held my hand on his chest, establishing direct physical rapport with the imbalance and asked him what he knew about the fall.

In a very brief time and from a body-state of consciousness came information about a fall from a high chair when he was three. In a surprised and child-like voice he said, "The high chair tipped over." Years ago, he had mistakenly concluded that he had fallen because his personal sense of balance was unreliable.

For nearly 40 years, he had avoided sports and other situations which would test his balance. Within moments of discovering the mistaken belief he was moving in space with a confidence he hadn't had since before the fall. Correspondingly his perceptual frames and submodalities changed. Our bodies are metaphors for what we have learned to believe and any body can learn to change its mind.

Generalized Dissociation - Diane reported that she was usually beside herself with fear and often "spaced out." These clues and others alerted me to suspect some kind of invasion and abuse in her personal history. She had left her body to avoid the pain of the incomprehensible acts being done to her. This strategy, which was creative at the time, generalized so that she was operating her body by remote control from other locations in space.

She could tell me exactly where those locations were. One was slightly to the left (beside myself) and the other was up to the right in the corner of the room (spaced out). Standard V-K dissociation techniques had to be modified since the separate locations had full representational systems but were in different locations in space. At a rate and pace which allowed safe integration of those separate locations, Diane learned to experience being grounded in her physical body. This brought a new clarity to all her perceptions.

Other Variables - Pressure and fluid levels in and around the inner ear can be affected by congestion, hormonal changes, and chronic muscle tension. Sara found that on some days she was not as stable as on others. This affected both her physical and emotional states. She bumped into things and could not think clearly. When she discovered how directly her vestibular system was involved, she coped better. She regulated her fluid levels through diet. We used reframes and bodywork to release chronic tension. She learned to attend more closely to grounding herself (finding down).

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Coordination and Compensation

Visual, auditory experience, and some aspects of kinesthetic experience add information which goes to your interpretative brain to make sense of yourself and the space around you. Two eyes enable you to have depth perception. Each ear receives sound at a slightly different time giving clues to the location of the origin of the sound. The stretch receptors across joints throughout your body give proprioceptive information about where parts of your body are in relation to each other. All of this information is relayed through your vestibular system to orient you in space. This is a common and natural coordination.

If for any reason you are not getting reliable vestibular information, the other systems will compensate by using their skills to orient you. If you don't know where down is, based on vestibular data, then your eyes may pay extra close attention to the horizon and to vertical clues to let you know where you are. With some people, the eyes become the overriding mechanism for orienting. Difficulties can result. People become disoriented in darkness, in closed spaces with no horizon (like auditoriums and conference rooms), or with rapidly changing visual stimuli (like riding in a car).

The Vestibular System and Perception

Let's return to Lois whom we left in my office thinking she might be suicidal because she felt that she wanted to jump off her brother's apartment building roof. It was important to check the obvious and get congruent information that she wanted to remain alive and healthy. Then it was possible to address how her vestibular system and visual perception had interacted to create the upsetting experience.

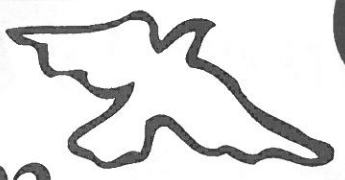
Lois, who used her eyes as her primary way of orienting, had looked over the edge of the building. The visual image changed so that the side of the building became the ground and the street below became the horizon. Her eyes merely wanted her body to align itself to this "new horizon." To do this, her body would have to go forward and down 90 degrees. This urge to visually align with the "new horizon" confused her body and felt like the desire to jump. Lois was reassured by this new learning. She began to appreciate how much perception is influenced by the underlying effects of the vestibular system.

The body is the instrument with which the music of perception is played. It is important that we remain open and curious about how the instrument and the music combine.

Marcia Reese, M.Ed., Certified Clinical Mental Health Counselor, works collaboratively with her colleague Susan Gallagher Borg. Both are Master Practitioners of NLP and emphasize the importance of the body in their work. They can be reached at Alive and Well Inc., 28 Pine Street - Burlington, VT 05401 USA, Phone: (802) 658-7780.



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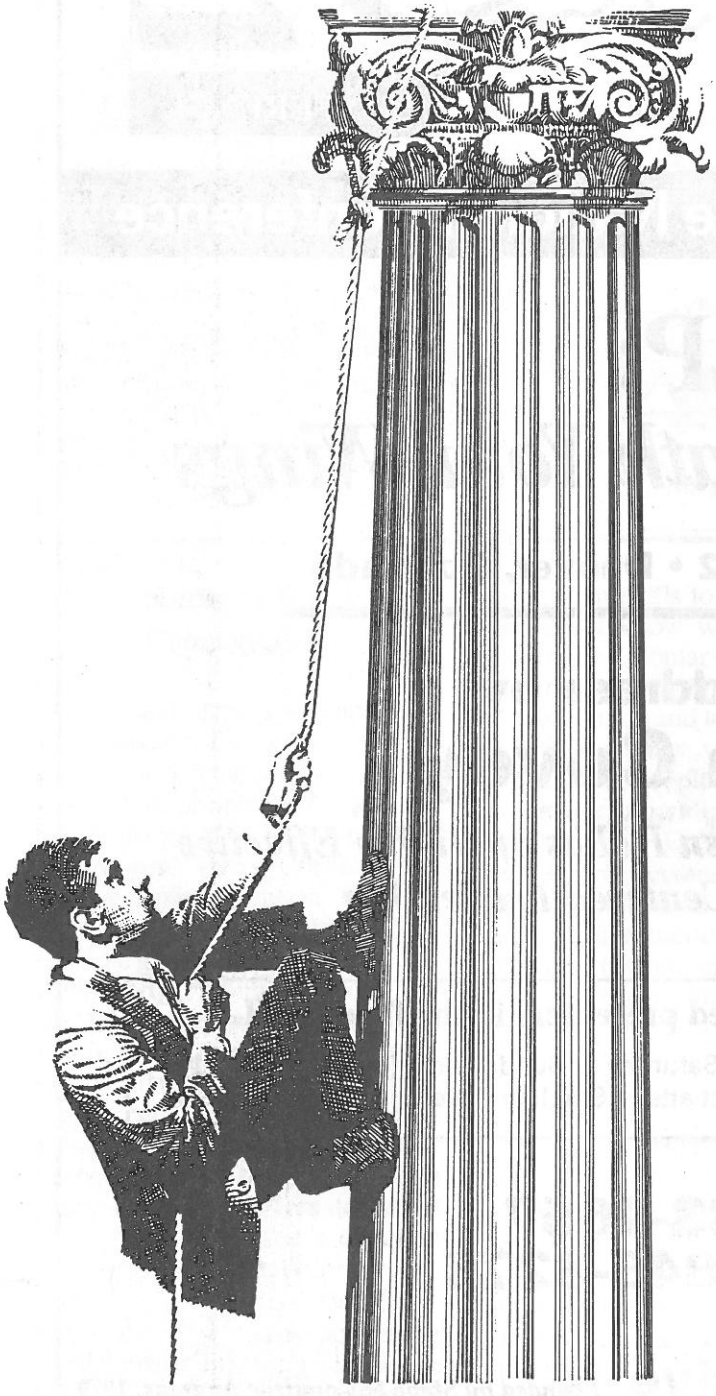
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The Explorer As Entrepreneur



By Pat Wagner

What kind of entrepreneur are you? This month will focus on the person whose motivation in starting a business has a lot to do with their lifestyle: the EXPLORER.

Did you mostly write down about how much freedom having your own business would give you when you described your motives for going into business a few issues back (*Anchor Point* October 1991)? Are you looking for a career change to give you more time with your family or to change your lifestyle completely? Do you have several sources of income, and is this business going to be another way to spend time before you try something new? Do you have an inheritance or pension fund you are going to use as a stepping stone to something else? Let's call you the EXPLORER: the person who is primarily going into business to try something new and to find a better lifestyle.

I think there are four main kinds of EXPLORERS in business, and they all have their flaws when it comes to running a successful company or private practice.

THE HOBBYIST

First, there is the person with comfortable financial resources to fall back on when things get rough. They often do not have enough "hunger" to make their business work financially. They are the ones who don't spend enough time looking for bargains and end up building an unworkable overhead because they have the cash in the beginning for high rent districts. Business can be seen as an expensive hobby, sort of like deep sea fishing, rather than as a way of making a living.

THE GYPSY

Second, there is the person who has a skill that is always in demand. They sometimes let things slide, simply because they know they can pick up the phone

and have gainful employment in days. For example, when I was first in business, I was fresh from a successful career in printing. As I look back, I know there were times I relied too much on my ability to make money in the printing industry and did not pay enough attention to making our own business succeed.

THE DABBLER

Third, there is the person who is using their involvement in business as a way of exploring many options in their lives. They are always starting new projects, changing the name of their business to suit the latest great idea, and spending time planning their next great triumph. Unfortunately, their ability to actually finish what they start is sorely limited.

LIFESTYLE FIRST

Finally, there is the person who puts their lifestyle first and is looking for a career that allows them to focus their energies on their life outside of the office. They are the folks who move to the Colorado mountains for the skiing, with the idea of opening a little bed and breakfast to pay the bills. Or the person who loves to stay at home and opens a home business so they can answer the phone from bed at 11 am on a weekday (I certainly fall into this category to a certain extent). These are the people who spend more time on their golf game than on the bottom line. They find multi-level marketing schemes particularly appealing, because they think they can make "big" money in their spare time, while their real focus is the fancy boat their newly acquired wealth will buy.

THE EXPLORER'S PROBLEMS

What all of these people lack is focus, particularly focus on making their business work. Extra money in the bank becomes an excuse not to work quite as hard as they might, and the search for the perfect lifestyle never allows them the time to commit to making one business work well.

Sadly, there is a particular type of NLP practitioner who falls into this category who I believe has done much to damage the reputation of NLP in the greater community. A few years ago, I remember seeing brochures that offered NLP training in a way that I can only describe as superficial and deceitful. Many serious therapists and consultants stayed away because they were turned off by the message that NLP was something you could learn quickly, apply quickly, and thereby make, yes, "big money in your spare time."

Next Page »

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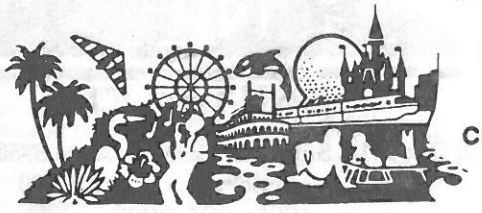
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One friend whom I respect very much and who is well-known in the NLP community today told me that when he went to his first training session, he saw many of the less reputable people in the therapeutic community sitting in the audience. He nearly walked out, because he did not want to be associated with therapists who refused to learn their trade well, who were always searching for a quick fix and an easy buck. He stuck with the NLP training and is glad he did. But what of the people whose only contact with NLP were those poorly done brochures from a few years ago, who believe NLP is simply a lazy person's way to be able to cure phobias with questionable and perhaps harmful methods in the morning and windsurf in the afternoon? Many of them are now NLP's harshest critics.

THE POSITIVE SIDE

The positive aspect of the EXPLORER is just that, their ability to explore new ideas and to try new things. They are rarely obsessed by their business and thereby can bring a better sense of perspective to problem-solving. The problem comes when they run out of trust funds, or their marketable fallback skill is no longer so marketable, or when the spouse and kids are tired of living on houseboats and out of dune buggies, and want something more substantial. At some point the flexibility of youth, fueled by the passion for exploration, can give way to a desire for real health insurance and clean sheets. By then, the EXPLORER might find that it is more difficult than they imagined to build a strong base. The sad fate of the failed EXPLORER is bitterness and regret, bitterness that they never found the perfect lifestyle, and regret that they never built the foundations for a business that could last.

The EXPLORER can survive if he or she begins to invest in a stable future that does not rely on a rich uncle and if they learn to keep at least one project as a very long-term program on which to build a reputation and some credibility in their community. Next issue, I will talk about the REALBUSINESS person, and how a successful entrepreneur can combine the best qualities of the ARTIST, the HEALER, the EXPLORER, and the REALBUSINESS person.

Pat Wagner and her partner Leif Smith own Pattern Research, an information systems design company in Denver. She is a columnist and contributing editor for *The Bloomsbury Review*. She is also a trainer and speaker and conducts workshops in communication theory and practice.

memo:

Yo John--

You were right! At NLP of Santa Fe they're doing new and different trainings. Tom Best and Nelson Zink head up the team. They were smart to get Tim Hallbom and Suzi Smith involved in training with them at their Masters Certification. They've gone meta-- creating a map of NLP that is specific about how to apply it, especially useful for therapists. They keep me on the edge, learning by doing,-- and not just classroom exercises. We go NightWalking (something you've got to try) to build unconscious processes, something they call peripheral mental abilities. We play a Navaho game in the evenings to develop advanced sensory acuity. This Navaho medicine man comes by for us to learn from and model.

They've got a 20 day Masters residential this spring. And in the fall they're doing some wild and weird stuff: Hand Game Training, Patterns of Physiology, Mastering the Metaphor taught by Zink who wrote The Structure of Delight. The guy is a master of metaphor. His brain speaks metaphor.

These folks are on the edge. Catch them before they fall off, or go into orbit.

Richard

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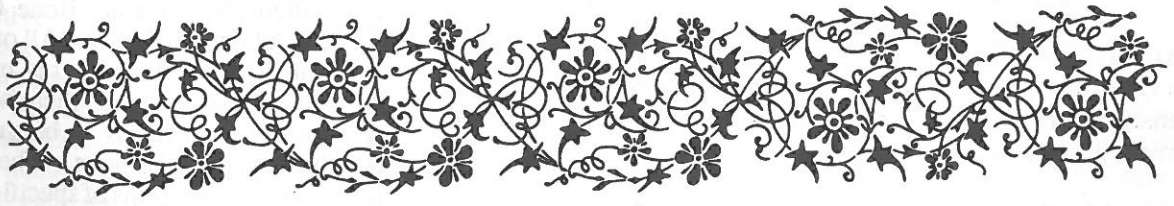
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Hand Game:
Investigating the Vagaries of Uncertainty

By Nelson Zink

On a cold December night we find ourselves in a crowded hogan on the Navaho reservation, halfway between Chinle and Second Mesa. Everyone sits on untreated sheep skins covering a packed dirt floor. Wagering takes place, then a ball fashioned from yucca root is hidden in one of four shoes which, in turn, are covered over with dirt. The game is on! For the next 7 hours two teams (Day and Night) attempt to accumulate all of the 102 scoring counters by means of correct guessing, inspired hiding, pointing, faking, gesturing, yelling and an immense amount of dirt digging. The play is accompanied by structured singing (chanting), confusion, dust and general excitement.

A strange run of luck by an intense player on the Day team is matched by an 80-year-old grandmother who remained silent throughout the evening, rising only twice when the Night team was confused, majestically walking forward and with a single finger pointing to the correct shoe.

It's well after midnight before we begin to get the general drift of the game. Strategy, tactics, hexing, patterns, attempts at distraction. What we are playing is Moccasin Game or Shoe Game, the Navaho gambling game.

Since the fall of 1990, we (the staff of NLP Santa Fe) have been investigating a branch of Native American gaming called Hand Game. Hand Games are widely distributed, having been found among 81 tribes belonging to 28 different linguistic stocks. This extensive distribution may be partially accounted for by the fact that, as they can be played entirely by gesture, games can be carried on between individuals who have no common language other than signing.

The name is descriptive, referring to lots being held in the hand during play. In various places it is called Grass Game, Bone Game, Stick Game and so on. All of these games are similar, in that marked objects are hidden, then held in outstretched hands to be guessed by an opposing team. There are regional variations of specific rules and scoring but the games have the

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fundamental similarity of hiding one or more marked object in four hands or containers. In Shoe Game, a ball is hidden in one of four shoes, at Hopi or Zuni it may be hidden in wooden cups. The point of play is to correctly guess the location of a marker and then keep the opposite team from finding it. You are to actively deceive your opponents, trick them, lie to and disorient them. When we tell friends of these games they often become uneasy. Gaming isn't a proper pursuit in our culture and few can conceive of the possibility of it having spiritual lessons and qualities.

All religions and belief structures have at their foundation one of two concepts: retribution or reciprocity. Whichever guides your actions has a tremendous impact on the nature of your life. To believe in retribution is to believe that personal success or failure, reward or loss, is determined by some external power or entity that is pleased or disappointed by your behavior and actions. Central to retributive beliefs are the notions of good and bad, worthy and unworthy. A retributive universe is one which is arbitrary and fickle, and in such a universe the path to fulfillment is to be GOOD.

To believe in reciprocity is to believe that the universe simply responds, that it has no choice in the matter. Central to reciprocal beliefs are the notions of understanding and correct action. The path to fulfillment in a reciprocal universe is to be WISE. It doesn't take much thinking to realize that retributive ideas first appear in childhood, where a child's welfare is determined by what seems to him or her as entirely capricious circumstances. Should this child fail to mature he will carry these magical ideas the rest of his life, be forever dependent and fill the role of a victim. To retain retributive beliefs is to retain the need for a strong parent. As a child matures out of the beliefs of retribution, he encounters a universe which seems to respond to him in peculiar ways. While at first these seem mysterious, his task is to learn the ways of the universe and master the actions necessary to make it respond in a desired manner.

Judo-Christian religions believe very strongly in retribution. You might think about the Lord's Prayer with the above in mind if you have any doubt. Surprisingly, Native American religions of the Southwest are strongly based in the belief of reciprocity. And so gaming is approached with the idea of skill instead of luck. Gaming gives Native Americans a unique opportunity to practice and expand subtle non-conscious skills.

What this all boils down to is the realization that with retribution supreme power resides external to one's self, while with reciprocity this power is created internally. During Hand Game, you have an opportunity to examine which of these two basic belief structures you operate with. Do you believe in luck (being rewarded or punished for your virtue), or do you believe in knowledge and skill? This type of gaming is a deeply revealing activity and as such it is of value.

The notions of causality and predictability have historically been linked in the concept of cause-and-effect. However, recent advances in the physics of chaos have made it clear that certain types of events are causal AND unpredictable. Further, Chaos Theory is coming to understand that a seemingly tiny

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change in a chaotic system can have dramatic results in the future direction the system will take. We have discovered that certain types of "Games of Chance" native to the Southwest already embody this understanding.

During computer simulations consisting of hundreds of thousands of games, we realized a remarkable fact about Native American gambling contests. They are scored in such a way as to amplify any ability which can move the contest's outcome away from being random. To explain further: When the odds of a game are 1 to 1 (as in flipping a coin), they are said to be even; or to say it another way, the outcome will be determined randomly.

In Native American gaming the odds are amplified in an amazing way. If you can shift your advantage from 1-1 to 1-1.01 you will win virtually every time. Moving the odds from 1 to 1.0001 will make you a very successful player. In these contests, the tiniest edge translates into concrete results. These games then serve as a dramatic feedback mechanism to demonstrate how small observations and actions can effect and determine the outcome in uncertain situations.

Gaming reached high development in the Southwest, it became transcendent and spiritual, figuring prominently in kiva shrines of the Zuni and Hopi, for example. With the Navaho it is a part of the Beauty Way Chant.

Native American gaming differs from what we think of as traditional gambling in several respects. First and foremost it is an exercise in ongoing perception instead of analysis. Games like chess, where moves can be analyzed and pondered, are rare among Native Americans. Contests are usually carried out between teams rather than individuals. Contests are much longer in duration, ranging from hours to days, as opposed to, say, Black Jack where a game may be over in seconds. Precise structures apply as to where, when and how these contests are carried out.

The Navaho Shoe Game, for instance, may be played only at on winter nights and only in an enclosed space. Contests tend to be complex rather than simple. We played Shoe Game for several hours before we had any inkling of what was going on. the Navahos themselves were hard pressed to explain the rules and scoring.

Before the night was over it became apparent that many of the Navahos in attendance didn't fully comprehend all of the subtleties of the game, either. Teams play against each other instead of playing against "odds" as in casino gambling which is designed to eliminate any influence a player may have over the outcome.

A dominant feature of the modern age is the uncertainty of future events. This is the basis for neurotic behavior, as fear stems from a perceived inability to anticipate or control the future. Hand Game is an activity that teaches personal management in the face of uncertainty: how to intuit some of the structure of uncertainty and influence one's future well-being. In one way or another, a universal feature of almost all gambling is the attempt to predict and influence the future.

The point of Hand Game isn't so much to win, it's to become proficient at "winning," it's to acquire and demonstrate grace in the face of adversity. One who has achieved such results can enjoy the

world and its uncertainty, perceiving it from a state of delight.

Hand Game is a context for all participants to get really "High." There can be moments when you become so clear, centered and certain that you feel as if you are "walking with the gods," touched by divinity and divine yourself. Moments when you can stare into the smoky eyes of uncertainty, discern its structure and order it to your liking. In that instant, anxiety is replaced by delight.

Often when we demonstrate Hand Game folks get caught up in its spiritedness and ask if it's OK to cheat. And the simple answer is "Sure, if you can get away with it." Continual awareness seems to be the only reliable safeguard against cheating. No one is going to look out for you, you've got to do it yourself.

To a certain extent, the Native American view is that we are all engaged in a Hand Game whether we want to be or not, it's called life. And that the best approach is to recognize that fact and proceed accordingly. In their view, Hand Game or life isn't for the naive.

For years, we have searched for a context in which to learn some of the more profound aspects of NLP. Certain insights are only possible after mastering the ability to manage BOTH primary and secondary attention on an ongoing basis. Hand Game is one context that requires absolute congruence and unswerving attention.

You can be as covert as you're capable and as overt as you dare. A game can move quickly so feedback becomes immediate. Mastering Hand Game is primarily about mastering your attention, moods and strategies. It is exactly the context we were searching for.

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NLP Santa Fe will be giving an in depth seminar covering all aspects of Hand Game Oct. 12-16 and all participants who master a basic proficiency will be certified.

We believe that Hand Game serves as an excellent device for mastering many of the finer points of NLP. Native American team gambling was traditionally designed to reveal the profundity of subtle mental abilities. This stuff is real, folks! And it has been learned, practiced and studied for centuries, right here in the Southwest.

Nelson Zink has written many short tales in the past for *Anchor Point* and has collected many of his best into a recently published book, *The Structure of Delight*. You may contact him at NLP Santa Fe, PO Box 9910, Santa Fe, NM 87504-9910.



BOOK REVIEW

Body and Mature Behavior - A Study of Anxiety, Sex, Gravitation and Learning.
By Moshe Feldenkrais, D.Sc.
New York, International Universities Press, 1949)

By Jack Heggie

The year is 1949. The scientific revolution is in full flower. In the fields of science that study human beings, the same ideas of analysis that have produced radio, TV, airplanes, radar, the atom bomb, and many of the other technological marvels of our modern world, hold sway.

In the field of health care, particularly, the idea that if we could understand the intricate biochemical details of human life, we could then find a cure for all human ailments and diseases. The discovery of penicillin, especially, seemed to be the beginning of this banishment of disease. Soon, many thought, there would be a whole array of drugs like penicillin, and the human race might say goodbye to illness forever.

In that year, a Russian-born Israeli physicist and engineer living in Britain published a book entitled *Body and Mature Behavior - A Study of Anxiety, Sex, Gravitation and Learning.*

In many ways, *Body and Mature Behavior* flew in the face of the then current climate of thought. Most life scientists of the time were busily engaged in the process of attempting to understand human functioning by taking the body apart into its component molecules. Psychologists, on the other hand, focused almost exclusively on mental life as revealed by talking, and ignored the physical body altogether. *Body and Mature Behavior* struck out in the opposite direction, and attempted to understand some aspects of human functioning by looking at how the body and nervous system respond as a whole to certain stimuli.

The book was practically ignored, and the author, Moshe Feldenkrais, returned to Israel and went back to his work as an engineer, although he also continued to develop his ideas and methods regarding human functioning. Some 20 years later, Feldenkrais was discovered by a group of Americans, notably Thomas Hanna, and was invited to present his ideas to interested thinkers in this country. A training program which graduated some 60 students in San Francisco in 1977 resulted, and today there are over 1,000 Feldenkrais Practitioners in various parts of the world, and many more in training programs in the US, Europe, Israel, and Australia.

Feldenkrais had been developing a hands-on method of working with people to improve their health, which he eventually came to call *Functional Integration.* Originally, he thought more in terms of physical problems, and many of his original clients had musculo-skeletal complaints. However, as Feldenkrais worked with these people, he noticed beneficial changes in their mental or emotional organization.

Body and Mature Behavior was Feldenkrais' attempt to answer this question: how could a "physical" method, such as Functional Integration, have "mental" effects?

The book is eclectic, drawing on ideas from biology, anatomy, neurophysiology, and physics. It is not an easy read, especially for those without a solid background in the requisite subjects. However, the thesis may be easily stated in just a few words: *The mental state which we call anxiety is a conditioned reflex built upon the unconditioned reflex response to falling. Furthermore, the mental state of anxiety is accompanied by a particular organization of the body which Feldenkrais called the body pattern of anxiety.*

Thus, Feldenkrais tied the "mental" and "physical" aspects of one area of human functioning together into a single package. In addition, he said, resolving the body pattern of anxiety by means of the physical manipulations of Functional Integration would result in resolving the mental state of anxiety.

By extension, other emotional states have their concomitant body states.

The Eastern disciplines, of course, such as yoga and the martial arts, had been aware of these mental and physical connections for thousands of years. And teachers from other aspects of the Eastern tradition such as George Gurdjieff had attempted to bring such ideas to the West. In addition, the Austrian scientist Wilhelm Reich had put forward similar mind/body ideas earlier in the century ("neurotics don't breathe"). However, Feldenkrais' analysis and method were quite a bit different from Reich's.

In fact, one way (but certainly not the only one) of looking at the book is to say that it takes the Eastern ideas of human functioning, developed through observation and intuitive methods, and grounds them in the western ways of thinking.

Today, some 40 years after its publication, *Body and Mature Behavior* still has much to say. The idea of analysis, expressed on the practical level by the attempt to cure every human ill imaginable - physical or mental - by means of drugs, is being questioned by more and more people. The ineffectiveness of most drug treatments has been obvious for several decades, but the economic success of drugs has polluted scientific thinking on the subject to such an extent that non-drug approaches are almost completely unable to get a hearing from the scientific community at large.

Body and Mature Behavior was probably a half century ahead of its time. It will almost certainly be an important part of the health care of the 21st century.

(Editor's Note: Jack Heggie maintains a private practice in the Feldenkrais Method in Boulder, Colorado. He is the author of the book *Running With the Whole Body*.)



NEWS AND NOTEWORTHY

Call for Papers

The Canadian Region IANLP Conference is quickly approaching. Please send your proposal to Steve Davis, Ph.D. 179 Lipton Street - Winnipeg, MB R3G 2G8 Canada. You can call Steve at (204) 775-9607 if you have any questions. This year's conference will be held October 2-4 in Winnipeg, Manitoba. The conference theme is Encouraging Healthy Systems: NLP with Heart. Robert Dilts will be the Keynote Speaker.

NLP 101

The *Dynamic Learning Center* has created an NLP University. The structure of NLP University consists of a number of interdependent courses, modules and paths. This arrangement allows the individual to focus on specific practical applications with a generalizable learning base.

Beyond English

Beyond Selling has recently been translated and published in Italian. Ed Reese of the Southern Institute of NLP is one of the authors. Congratulations Ed!

Also, congratulations to Martha Wiglesworth. Her book *Willie and His Friends* has become a "Table Book" for everyday use in Russia. A group of psychologists and psychotherapists in Siberia have already translated the book and are already using the ideas from the book.

New Conference Concept

Steven Covey will be the featured speaker for the upcoming 1992 NLP Comprehensive National Conference in September. While the purpose of IANLP conferences are to network with others in the field, the purpose of the NLP Comprehensive conference is to attract newcomers into the field. Covey, the author of *The Seven Habits of Highly Effective People*, has been specifically invited to draw an audience that may currently be unfamiliar with NLP technology. While the majority of presentations will be directed to the beginning audience, a few intermediate and advanced presentations will be planned for seasoned NLPers in the Rocky Mountain Region.

Yes, He's Done it Now

Rodger Bailey recently started a love affair with Paraguay. Well, he's done more than that...he's made a commitment. Rodger was recently married to Isabel Aquilar on December 7, 1991 in Albany, NY. They will be making their home in Montevideo, Uruguary. Congratulations Rodger and Isabel.

To Russia with Love

The first full practitioner training will be held in Moscow May 2-22, 1992. The team of trainers will consist of Anne Entus(Canada) Judith DeLozier (USA), Jan Ardui (Belgium) and Peter Wrycza (England). In addition to the practitioner training, a limited number of Westerners will have an opportunity to use their NLP practitioner or higher level skills in a multi-cultural environment.

Current Events

ACCELERATED LEARNING INSTITUTE OF NEW ENGLAND
79 Westchester Road - Newton, MA 02158 (617) 964-0160

Apr. 7 PhotoReading Begins

ADVANCED COMMUNICATION TRAINING, INC.
31 Washington Square West Penthouse B - New York, NY 10011 (212) 529-9227 or (201) 509-9599 FAX

Mar. 15 Intro to NLP (New York City)
Apr. 4 Intro to NLP (Zurich Switzerland)
May 16-17 Ecological Relationships - "The Cooperator Model"

THE ADVANCED TRAINING INSTITUTE OF NLP
P.O. Box 2800-291-Carefree, AZ 85377
(602) 252-4840 (800) 584-6884

Mar. 27-29 NLP: What to Do When (Los Angeles, CA)
Apr. 10-12 NLP: What to Do When (Hartford, CT)

BRAIN GENERATION
233 Frans Verbeek-Straat - 1900 Overijse - Brussels, Belgium
Phone: 011 322-374-78-64

Apr. 3 PhotoReading Begins (Brussels)

CENTRE QUEBECOIS DE PROGRAMMATION NEURO LINGUISTIQUE
3826 Saint-Hubert - Montreal, Quebec H2L 4A5
CANADA (514) 281-7553

Mar. 13-15 Practitioner V (strategies)
Mar. 20-22 Basic NLP II
Mar. 27-29 Master Practitioner, Supervision
Apr. 3-5 Practitioner I (reframing patterns)
Apr. 10-12 Practitioner VI (metaphors)
Apr. 24-26 Timeline Therapy
May 1-3 Basic NLP I
May 8-10 Practitioner II (Language patterns, anchoring)
May 14-18 Modeling with David Gordon
May 23-24 Testing (practitioner level)

CHANGEWORKS
P.O. Box 5909 - Bend, OR 97708 (503) 382-1894

Mar. 20-22 Styles of Working with The Enneagram (Orange County, CA)
Apr. 3-5 Styles of Working with the Enneagram (Denver, CO)

CHANGING PARADIGMS
5329 S. Sheridan - Tulsa, OK 74145 (918) 622-0525 or (800) 484-1048 ext. 0749

Apr. 24 PhotoReading Begins

CHARLES PARRY & ASSOCIATES
526 Boston Post Rd., Ste. 110 - Wayland, MA 01778
(617) 259-1387

Mar. 16-19 Ski NLP in Colorado (Winter Park, CO)
Apr. 2-5 Hooking Into Your Life Purpose (Hopkinton, MA)
Apr. 13-18 Ski NLP in Switzerland
Apr. 18-20 Ski NLP in Switzerland
May 6-9 Hooking Into Your Life Purpose (Hopkinton, MA)
May 24-30 Hooking Into Your Personal Power (Mallorca, Spain)

DANSK NLP INSTITUT
Sankelmarksvej 23-25 - 8600 Silkebork, DENMARK
45-86-80-19-11

Mar. 21 Advanced Timeline Therapy and Ericksonian Hypnosis
Mar. 28-30 The Secret of Creating Your Future
May 4-6 Beliefs, Health and Reimprinting

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

Apr. 9-11 Dynamic Learning Seminar
Apr. 12-16 Systemic NLP - A Unified Field Theory

GENESIS II
4640 Hygiene Rd. - Longmont, CO 80503 (303) 823-5053

Apr. 24-26 Generative Change

GEORGIAN BAY NLP CENTRE
P.O. Box 1210 - Meaford, ON N0H 1Y0 Canada (519) 538-1194

May 4 PhotoReading Begins (Toronto)
May 25 PhotoReading Begins (Ottawa)

INSTITUTE DESIGN HUMAN ENGINEERING AMERICA
3900 W. Brown Deer Rd, #A164 - Milwaukee, WI 53209
(414) 224-6623

Mar. 14 Free NLP Intro Evening
Mar. 21 Beyond Co-Dependence: Healing Traumas
Mar. 28 Business Mgmt. & Sales Excellence
Apr. 9 Free NLP Intro Evening
Apr. 11 Power Interviewing
Apr. 23-24 NLP Practitioner Training Begins
May 12 Influencing Power Beyond Belief Sales Course Begins

THE INSTITUTE FOR MOVEMENT STUDIES
721 The Alameda - Berkeley, CA 94707 (800) 729-6548

1992 The Feldenkrais Professional Training Program (Oregon)

Current Events

INTERNATIONAL TEACHING SEMINARS
7 Rundall Crescent, London NW3 1RS (071) 293-3282

Mar. 17	How to Maximise the Power to Learn
Apr. 9	How to Be Better with Children
May 19	How to Improve Your Memory

INTERNATIONAL NLP VII
Box 529 - Indian Rocks Beach, FL 34635 (813) 596-4891 or (800) 633-4891 or(813) 595-0040 FAX

Jun. 29	Training Programs Begins (Vienna, Austria)

JOHN SEYMOUR ASSOCIATES
17 Boyce Drive - St. Werburghs Bristol BS2 9XQ England (0272) 557827

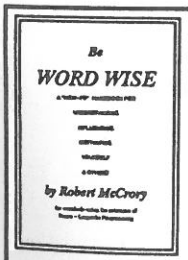
Mar. 7-8	Introductory Seminar 1
Mar. 14-15	Seminar 4
Mar. 21-22	Seminar 11
Apr. 11-12	Seminar 5
Apr. 14-15	Introductory Seminar 1 (London)
Apr. 25-26	Seminar 12
May 9-10	Seminar 6
May 9-10	Seminar A (London)
May 16-17	Introductory Seminar 1
May 19-20	Seminar 2 (London)

JUST COMMUNICATIONS!
8613 SE 9th Ave. - Portland, OR 97202 (503) 236-8157

Mar. 14	PhotoReading Begins (Seattle, WA)
Apr. 11	PhotoReading Begins (Portland, OR)

LEAD CONSULTANTS, INC.
P.O. Box 664 - Reynoldsburg, OH 43068 (614) 864-0156

Mar. 30	Level2 Training/Fund Tech. & Interventions Begins



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12830 Hillcrest Rd., Ste 111, Dallas, TX 75230 (214) 401-2906 or (800) 234-4853 or
725 Twin Brooks Court, Marietta, GA 30067

Mar. 7	Practitioner Training Begins (Atlanta)
Mar. 7	Master Practitioner Training Begins (Atlanta)
Mar. 14	Practitioner Training Begins (Dallas. TX)
Mar. 14	Master Practitioner Training Begins (Dallas)

LEARNING STRATEGIES CORPORATION
900 East Wayzata Blvd., Wayzata, MN 55391 (612) 475-2250

Mar. 11	Free PhotoReading Intro (Minneapolis, MN)
Mar. 14	PhotoReading Begins (Minneapolis, MN)
Mar. 25	Free PhotoReading Intro (Minneapolis, MN)
Mar. 21	PhotoReading Begins (San Diego, CA)
Apr. 10	Free PhotoReading Intro (Pittsburgh, PA)
May 9	PhotoReading Begins (Pittsburgh, PA)

METAFORMATION, INC.
3538 Marlowe Ave.-Montreal,PQ H4A 3L7 CANADA
(514) 486-1282 - phone (514) 486-7736 - fax

Mar. 13-15	Tools for Generative Change (Montreal)
Mar. 15	Fear Into Power: How to Cure a Phobia in1 Session (Montreal)
Mar. 20-22	Tools for Generative Change (Quebec)
Mar. 22	Fear Into Power:How to Cure a Phobia in 1 Session (Quebec)
Apr. 3-5	Pathways to Health and Well-Begins (Montreal)
Apr. 5	Allergy Clinic (Montreal)
Apr. 10-12	Pathways to Health and Well-Being (Quebec)
Apr. 12	Allergy Clinic (Quebec)
Apr. 15	Masks, Rituals and Living Metaphors Begins (Montreal)
May 2-22	Destination: Moscow
May 29-31	Pathways to Leadership

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

Mar. 13-15	Pathways to Leadership III (Robert Dilts)

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

Feb. 8-15	Caribbean Vacation and Self Esteem Training (Santa Lucia)
Mar. 7	PhotoReading Begins
Mar. 27-29	Beliefs and Your Health (Robert Dilts)
May 16	PhotoReading Begins

NLP AWARENESS CENTER
501 Main Street - Toms River, NJ 08753 (908) 240-0745

Mar. 8	NLP Intro
Mar. 14	Practitioner Training Begins

Current Events

NLP COMPREHENSIVE
2897 Valmont Rd. - Boulder, CO 80301 (303) 442-1102

Mar. 25	Free 2-hr Workshop on Self Esteem
Mar. 28-29	Weeds, Flowers & Vegetables in the Garden of Self Esteem An Advanced Research Workshop
Apr. 10-13	The Aligned Self (Salt Lake City, UT)
Apr. 16	Free 2-hr Workshop on Relationships
Apr. 25	NLP and Goal Setting
May 1-4	The Aligned Self (London, England)

THE NLP CONNECTION/NLP PROFICIENCY ASSOCIATES
P.O. Box 7818 - Santa Cruz, CA 95061 (408) 425-361495061

Mar. 4-8	Modeling Performance Excellence (Germany)

NLP of Southern California - Los Angeles (213) 254-3841

Mar. 13	Free NLP Introductory
May 22-24	Master Practitioner Training Begins

NLP INSTITUTE OF CALIFORNIA
P.O. Box 12- Felton, CA 95018 (408) 335-3858

Mar. 20-22	The Experiential Array w/ David Gordon (San Jose)
Mar. 24	Explore the Difference for Yourself Begins (San Jose)
Apr. 10-12	God Talks to Bungee Jumpers (San Francisco)
May 8-11	Practitioner Training Begins (San Jose)

NLP INSTITUTE OF MICHIGAN, INC.
115 So. Walnut - Rochester, MI 48307 (313) 652-7780

May 15-17	The Wealth Concert and Seminar

NLP OF OHIO
7630 Aquaford Place - Columbus, OH 43235 (6114) 766-4657

Mar. 7-8	Generative Touch (Cincinnati)
Mar. 21	The Aligned Self Begins (Cleveland)
May 16	The Aligned Self Begins (Cincinnati)

NLP SANTA FE
P.O. Box 9910, Ste. AP - Santa Fe, NM 87504-9910 (505) 986-3922

May 2	Master Certification Begins

NLP ST. LOUIS
P.O. Box 20593 - St. Louis, MO 63139 (314) 776-4030

Mar. 4	NLP-Self Empowerment & Communication Begins
Apr. 3	Free Operating Metaphors Preview
Apr. 4	Operating Metaphor of Identity and Change
Apr. 11	PhotoReading Begins
May 30	PhotoReading Begins

NLP TRAINING INST. OF LOS ANGELES
28172 Rey De Copas - Malibu, CA 90265 (213) 457-6006

Mar. 5	Free Intro Evening (W. Los Angeles)
Mar. 13-15	3-Day NLP Intensive with Michael Grinder
Mar. 13	Practitioner Certification Training Begins
Mar. 26	Free Intro Evening (W. Los Angeles)

ONE MIND
818 North Nattawa - Sturgis, MI 49091 (616) 651-9917 or (800) 221-MIND

Mar. 14	PhotoReading Begins (Winter Park, CO

PACE PERSONAL DEVELOPMENT
86 South Hill Park - London NW3 2SN England 01-794 0960

Mar. 4	Free Intro. Evening
Mar. 18-19	A framework for Visionary Leadership
Apr. 7	Free Introductory Evening
May 7	Free Intro Evening
May 16-17	The Wisdom of the Body
May 16	Summer NLP Foundation Skills Begins

RIVIJON TRAINING INSTITUTE
P.O. Box 40 - Welaka, FL 32193 (904) 467-9241

May 2	NLP Practitioner Skills Begins
May 19	PhotoReading Begins (St. Augustine, FL)

THE STI GROUP
1040 Main St., Ste. 202 - Napa. CA 94559 (707) 255-3291

Mar. 25-28	The BestWork Course (New York, NY)
Apr. 22-25	The BestWork Course (Napa, CA)
May28-30	The BestWork Course (Chicago, IL or Napa, CA)

SUSAN BRANCH AND ASSOCIATES
61C Monroe Ave. - Pittsford, NY 14534 (716) 586-6773

Mar. 7	Practitioner Certification Begins
Mar. 7	Master Practitioner Certification Begins
Mar. 19	Free Evening Preview
Apr. 30	Free Evening Preview
May 14	Introduction to NLP

SYNTAX COMMUNICATION MODELING CORP
P.O. Box 2296 - Los Gatos, CA 95031-2296
(408) 395-0952

Mar. 16-18	Communication Strategies
Apr. 6-7	Beyond Selling

Current Events

Conferences

First International Bilingual Congress

March 27-29, 1992 - Buenos Aires, Argentina

For information:

Maria C. Penna
Honduras 4899 (1414)
Buenos Aires Argentina
Phone: 54-1-72-2412
Fax: 54-1-803-5784

9th Annual IANLP Conference

April 24-26, 1992 - Orlando, Florida

For information:

IANLP (Attn: Laura Shaw)
200 Marott Center
342 Massachusetts Ave.
Indianapolis, IN 46204
Phone: (317) 636-6059 or
Fax: (317) 638-0539

NLP: The Wind Beneath Your Wings

Sept. 18-20, 1992 Denver, CO
For information:

NLP Comprehensive
2897 Valmont Rd.
Boulder, CO 80301
(303) 442-1102

Encouraging Healthy Systems: NLP with Heart

Oct. 2-4, 1992 - Winnipeg, Manitoba, Canada

For information:

NLP Manitoba
179 Lipton Street
Winnipeg, MB R3G 2G8 CANADA
(204) 775-9607



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