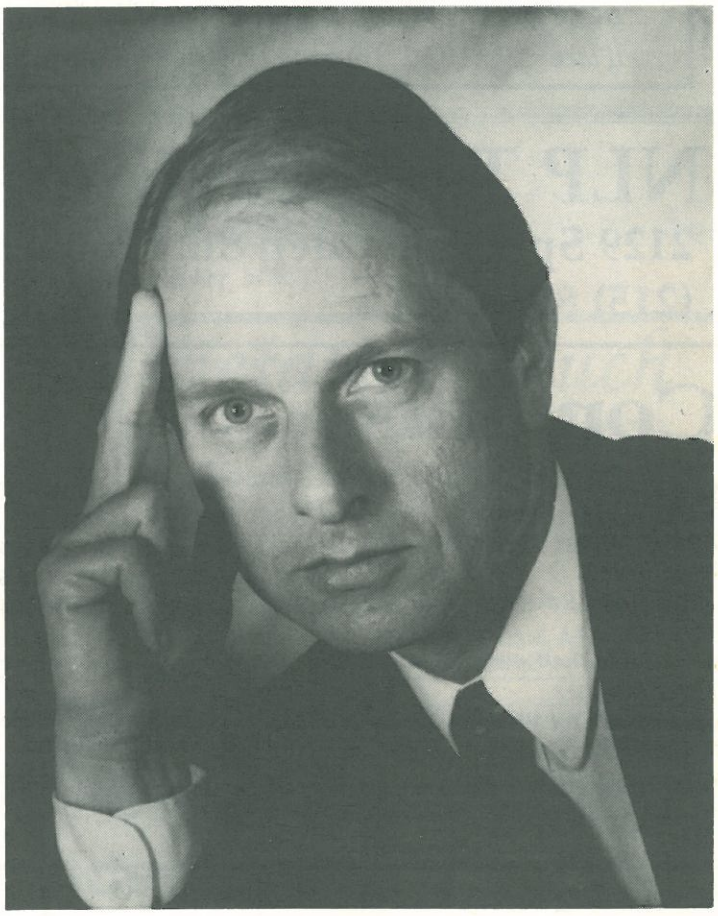
NLP·Connection

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... the outstanding leaders do create a world inside their heads, a vision of the future, which guides their day-to-day action.

Since vision is systemic, it sees the parts and the whole in a way that the linear progression of words can never achieve. It can map the flow of the links of value from the heart of the business to the customer, and through the business to the stakeholders. It emphasizes the patterns that are the life of the business...



David R. Gaster
1951-1992

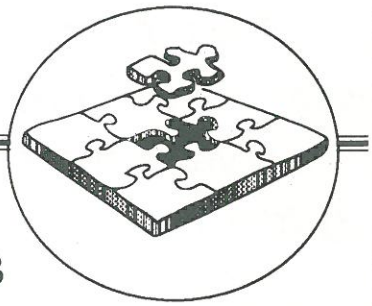
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Advertising Rates and Deadlines

Advertising and article due dates are January 15, March 15, May 15, July 15, and September 15, November 15. Mailing dates are February 15, April 15, June 15, August 15, October 15, and December 15.

Advertising rates are as follows: 1/4 page—$50, 1/3 page—$70, 1/2 page—$90, 2/3 page—$130, full page—$180. Please send articles and advertising to IANLP. Please send payment with camera -ready ad. If you prefer to receive an invoice, add $10 to cost of ad. Ad dimensions are: quarter page - 3 5/8 by 4 7/8, one-third page vertical 2 3/8 by 9 7/8, half page horizontal - 7 1/2 by 4 7/8, half page vertical - 3 5/8 by 9 7/8, full page - 7 1/2 by 9 7/8. Pay in advance for a year and get six ads for the price of four.

Entire Contents © 1992 IANLP. *NLP Connection* is a publication of the International Association for Neuro-Linguistic Programming (IANLP), published bi-monthly. Editor-in-Chief: John Q. Parmater. Single issues: $5.00 – free with IANLP membership. IANLP is a non-profit organization for networking and informing the public of Neuro-Linguistic Programming (NLP) and related technologies with accuracy, integrity, and respect. Articles are not necessarily the opinion of IANLP.

Please submit articles, news items, comments, and advertising to:
Laura Shaw
342 Massachusetts Ave.
200 Marott Center
Indianapolis, IN 46204

Address IANLP business to:
Laura Shaw, IANLP
342 Massachusetts Ave.
200 Marott Center
Indianapolis, IN 46204
Phone: 317-636-6059
Fax # 317-638-0539

Letter From the President

Dear IANLP members,

In late September, the Executive Committee got together for two days of discussion and planning. The frame for this meeting was for this core working group to develop a shared, future-oriented frame to use in coordinating the activities of the many limbs of the association. I'd like to report to you about some of what came out of that meeting.

We decided to begin with our mission statement, feeling that goals we set should reflect the organizational mission. The more we talked, the more we came to realize that the mission statement with which we were working was not adequate any longer. The core of that statement, that IANLP is "to be an ongoing, unifying, organizational forum," did not match anyone's sense of what members are currently seeking from IANLP. Personal discussions with other members and, especially, feedback from the recent membership survey (see the report on the survey results that is in this issue) indicates that members want attention to issues of certification standards, ethics, specific application interests, research, legal agendas, and local support activities. After much discussion, the Executive Committee decided to suggest a new mission statement to the Board. That new mission statement, which the Board subsequently accepted, reads: **The mission of IANLP is to be a professional organization that develops and promotes mutuality, quality, and ethics in the development, training, and application of NLP.** It is my belief that this statement more accurately and usefully reflects the interests of the current IANLP membership.

The committee also defined four large-frame goals for the next several years. Those goals were also ratified by the full Board, and are:

- To develop a solid, efficient, responsive organizational structure on which IANLP members can rely.

- To ensure that IANLP stands for quality in the ethical and ecological use of NLP.

- To develop a perception of IANLP in the community as a cohesive organization, different in kind from an NLP training institute, that provides a structure for and facilitates the coming together of members to work on outcomes of mutual benefit.

- To ensure that IANLP as an organization and NLP as a method/technology have a positive and effective member and public presence.

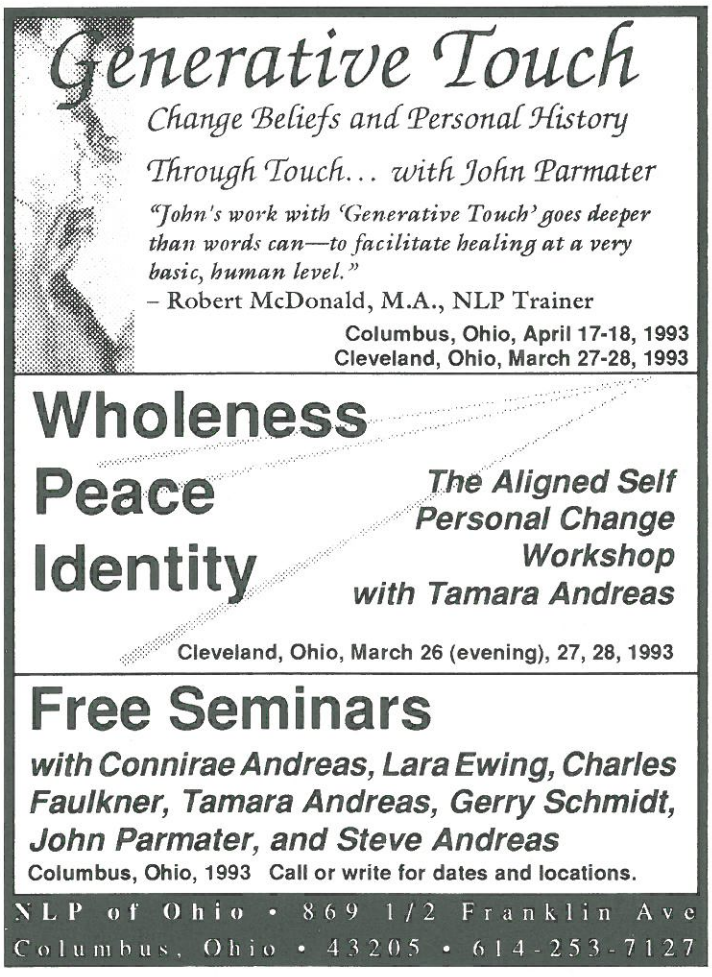
My personal goal for using this space to inform you about these goals goes beyond simply wanting you to know about the work of the Executive Committee and the Board. We are all stakeholders in this association—like stockholders in a private corporation. We, together, own IANLP. If you as a stakeholder agree with these goals, I hope that you will keep us to them; if not, I hope that you will let those of us elected to administrate your association know what you do want.

One way to let us know is to come to the Annual International Conference in Salt Lake City on April 23, 24, and 25 this year. At that conference, we will hold the annual meeting of our membership. As an added incentive for you to attend (and to encourage others to attend), note that if 20% of our voting membership is at that meeting, we will have a quorum for the purpose of conducting association business. Want your voice to be heard? See you in Salt Lake City!!

Yours,



Douglas J. Sauber, M.Ed.



NLP COMMUNITY ... ACTION ALERT!

IANLP has created the LEGISLATIVE ACTION COMMITTEE to serve in the review and development of a planned response to legislation that impinges upon freedom of the ethical use and training of NLP. Our board was informed that certain states have enacted (Florida) or have pending (Colorado & Texas) legislation that would curtail the work of our practitioners.

YOUR THOUGHTS AND INFORMATION ARE IMPORTANT!
We are requesting that you:
- inform us of state legislation that could curtail the ethical work of your practitioners
- share experiences and knowledge about what has been done to influence pending legislation
- provide ideas about how this committee can best serve you and the field of NLP

CONTACT: Gordon Gamm (816) 421-1294
106 W. 14th Street, Suite 2300
Kansas City, MO 64105

Teresa Robbins (208) 343-0097
2875 Harmony
Boise, ID 83706

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"Sagamore of the Wabash" Presented to Joyce M. Martello, CAE"

Joyce M. Martello, president and co-owner of Burnison, Martello & Associates, Inc., was presented the Sagamore of the Wabash during the Indiana Society of Association Executives' Awards Banquet, July 16,1992, in Columbus, Indiana, by Michael J. Quinn, executive director of the Indiana Association of Cities & Towns, on behalf of the Governor Evan Bayh.

The Sagamore of the Wabash is "the highest honor an Indiana Governor can bestow on a Hoosier citizen. Since the 1940s, the Sagamore of the Wabash honor has been extended only to those Indiana leaders who have rendered distinguished service to the great state of Indiana. Ms. Martello was given this honor due to setting new standards for excellence in association management, her humanity in living, her loyalty in friendship, her wisdom in council, and her inspiration in leadership."

This award has been given to astronauts, presidents, ambassadors, artists, musicians, politicians, and ordinary citizens who have contributed greatly to our Hoosier heritage."

Ms. Martello has been involved in association management since 1982, when she co-founded BMA, Inc. a multi- service, association management company, with offices in both Indianapolis and Chicago. She previously had been the executive director of the Indiana Civil Liberties Union, and had served as assistant director for Staff Development & Research at Indiana University, Bloomington.

Research Database

New references are continually added to the research database. For information, contact Lyle Chubb at Creative Growth Unlimited, 83 Williams Street, Lyons, New York, 14489. (315) 945-4916.

Generic Press Release

A generic press release is available to local chapter people, special interest groups, regional representatives. Contact Laura Shaw.

Legislative Action Committee

The committee requests that each member help us monitor legislation in the country. Send information to Gordon Gamm or teresa Robbins.

Southeast Region

There are now three local chapter groups in the Southeast Region! Call Frances Wiggins, Regional Representative at (904) 467-9241 for information.

Savannah, GA NLP Study Group meets weekly, Thursdays, 7:00 am. Call Janice Gantt at (912) 925-7366

North Central Region

The Ohio Chapter of IANLP meets on a regular basis. To join and receive their quarterly newsletter, call Claire Skinner at (614) 846-3755.

Public Relations

Have you an interest or talent in public relations? IANLP Public Relations Committee needs you! Please contact Daniel J. Pesut at 1400 Shady Lane, Columbia, SC 29206 - Phone 803-787-3217

Southeast Conference

Atlanta, GA. January 15-17, 1993. Wyndham Hotel. Keynote speaker: Robert Lowe, who brought improvisational theater to Atlanta ten years ago and has directed more than 1000 events, is known for his expertise in humor. Robert brings with him his experience from: theater, community service, social work, education and business. Information: Frances Wiggins, 904-467-9241.

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Annual Membership Form

Please check the appropriate box:

- ❑ Corrections or changes
- ❑ Renewal at new level*
- ❑ Renewal ❑ New Membership

Levels of Membership:

- ❑ Associate (1st year) $25, *Non-certified*
- ❑ Member, $45, *Certified Practitioner/Programmer**
- ❑ Member, $45, *Certified Practitioner/Programmer**
- ❑ Master, $45, *Certified Master Practitioner**
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*Please include copy of Certification.

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Please indicate the Section(s) of which you would like to be a member. The cost of section membership is $15 for the first and $10 for each additional section. The Trainers Section is included with the Fellow membership.

- ❑ Business Organizational Applications
- ❑ Clinical Applications
- ❑ Modeling Performance
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- ❑ Medical Applications
- ❑ Research Applications
- ❑ Trainers/NLP (incl. w/Fellow membership.)

OCCUPATION:_____

PLEASE NOTE: Pursuant to the Revenue Act of 1987, we are required to advise you that your Association dues are not deductible as charitable contributions for Federal income tax purposes. Your dues payments, however, remain deductible as business expenses to the same extent as permitted under the law.

New Membership Brochures

Are now available from Laura Shaw at the address on page 2.

THREE WAYS TO BE A WINNER AT THE 1993 IANLP ANNUAL CONFERENCE

1. GRAND PRIZE goes to the **100th** registrant.

   200th registrant wins the second prize.

   300th registrant wins the third prize.

2. Take advantage of us! Get a $750 value for only $625, this includes one full day at the conference and one year Association membership. Register five in one package for a day: get 6th FREE. Total cost of packageis $625.

3. Incentive Package for **entire** conference: Register five members together and receive sixth registration free.

You **will** be a winner, in any case, just by attending!

NOTICE

Effective with this issue,
ALL ARTICLES and ADVERTISEMENTS
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Association manager
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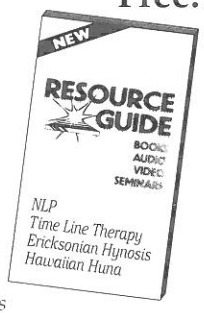
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Letter to the editor

Dear John,

In your last issue, Martha Wiglesworth interviewed Jack Canfield, the keynote speaker for the upcoming IANLP Conference in Utah. In the interview, Jack indicated that he had been involved in Gestalt Therapy and Psychosynthesis as well as running a growth center. Between 1978 and 1981, I had the pleasure to study with him at his center in Amherst, Massachusetts. Jack was my mentor and advisor for my masters degree program in Humanistic and Transpersonal Psychology. In fact he was the one who introduced me to the book "The Structure of Magic" by Bandler and Grinder. His contribution to the development of my self-worth has been of great importance.

Although I have not seen Jack in many years, the impact of his love, knowledge and support is still with me. As an NLP Trainer, I frequently find myself modelling qualities I learned from him. Although NLP had given me many tools for transformation, what Jack provided was an opportunity for me to know my "Spiritual" Self and to recognize it in others.

One specific thing that Jack taught me was to receive acknowledgment. We all have moments when another person takes a moment to pause, look at us and really acknowledge us. When this happens I remember to stop whatever I am doing, *see* the other person, *hear* his words, take a nice long deep breath and say, "Thank You." "Thank you," Jack.

Sincerely,

Steven Leeds, Director and Trainer
Advanced Communication Training, Inc., New York

News Note:

The new book The First Session in Brief Therapy by Budman, Hoyt and Friedman, published by Guilford Press, includes a chapter on NLP by Steve and Connirae Andreas. The chapter is an adaptation of portions of two chapters from Heart of the Mind.

Willie Has gone to Russia!

Excerpts from recent letter:

"Great thanks for your wonderful and unique, full of good warm spirit 'Willie and His Friends.' Only this year we got an opportunity to read it. We already translate it into Russian and we ask for publishing rights — (etc.)

"We are the group of psychologists and psychotherapists which are working in different fields of mental health in one of the greatest Russian regions—Siberia. You may know that we have many questions and problems in our contemporary society in common, and in parents-kids relationships, in family and school, in particular.

"Your book is a real 'table book' for everyday use, and we would like other people to know it."

(Signed)

Elena A. Asipova

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A Letter from the Editor

Dear Members,

This December marks four years for me as editor of *NLP Connection*. And with this issue I am resigning my position in order to move on to other challenges.

It is with sadness and delight that I am honoring David Gaster in my final issue: sadness at his passing, delight that I am able to participate in honoring him. My heartfelt condolences to those of you who knew and loved him. Thank you, Lara Ewing, for suggesting two months ago that David's article be featured in the *Connection*.

For a year or so, I have been especially challenged to continue as editor while my other responsibilities have expanded. Increasing demands in my role as co-director of NLP of Ohio and my work in training, consulting, research and development have made this decision necessary.

I thank all of you who have read the *Connection*, those who have advertised, and those who have submitted articles; those of you who have allowed me to interview you, have written letters to the editor, and have reviewed of books and tapes; the four different boards of IANLP I have served, BMA staff, those who offered suggestions for improvement and those who simply criticized; those who proof-read articles and interviews, those who suggested articles and interviews, and those who have assisted with art and graphics. I appreciate all of your help. For me it has been a labor of love.

Thank you to Jerry Konecki who suggested to me and the board of directors that I become editor. Thanks to Charles Faulkner, the previous editor for paving the way for me. Thanks to Doug Sauber, Dennis Smith, and Kay Grask who made the decision to hire me. A special thanks to Tim Hallbom, Tamara Andreas, Eric Parmater, and Steve Andreas who supported me in many ways during my tenure.

A special thanks to you who offered comments about specific articles. Editors hunger for feedback!

You have my enduring gratitude.

Best wishes to you all!

Sincerely,



A Framework for Visionary Leadership

by David R. Gaster

Editor's note: The following article includes excerpts from a chapter by David Gaster in a book entitled *New Traditions in Business: Spirit and Leadership in the 21st Century*, edited by John R. Renasch and published by Sterling & Stone, Inc., New Leaders Press, San Francisco, CA. The book is also available in paperback from Berrett-Koehler Publishers, Inc., 155 Montgomery St. , San Francisco, CA 94104-4109 (phone 800-929-2929) for $17.95. David passed to the next world on November 28, 1992.

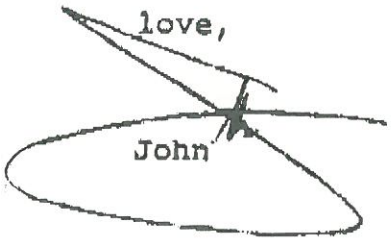
Two of his friends, John Grinder and Lara Ewing, express their thoughts and feelings:

After many hours of thinking about it, I am still shaking my head in bewilderment and anger. How could he?

So, in such a state, I turn to what I do know:

> *I met a man once, shiny with beautiful blue eyes and a voice so sweet. His firm touch held me with the same strength as his attention. I loved him. His gaze was clear and his movements clean. His sensibilities came from a different time and place. The chargers he rode could rise up to the stars and he seemed well at home there, freed of the gravity of things below. He took me there and so very carefully showed me the wonders of that realm. And I loved him.*
>
> *In this last he was my teacher - one of the best I' ve ever had. And better than all that, he was my friend. Yes, I loved him.*

So, for the moment, this must suffice. Understanding will never come; amnesia is unacceptable, perhaps acceptance will serve - when rage has consumed itself. What will I learn from the tragedy of my friend David?



David Gaster was a man of consummate elegance and grace. He taught us to live the missions we cherish. If the measure of a life is not duration, but the degree to which we touch others, then David's life was most beautiful. He was my friend, my colleague, often my teacher. I loved him. His spirit will be wind at my back for the rest of my life.

–Lara Ewing

The job of leaders is to think from their heads, communicate from their hearts and to act from their guts.

Over the past few years I have had the pleasure of working with some outstanding leaders from all levels of business. I was able to observe their ways of leading their organizations through the challenges that they faced. This chapter sets out to examine some elements of the domain in which leaders operate and to synthesize some of the patterns of their ways of leading.

I am indebted to all my teachers.

The impact of business on our world is profound and growing. Business today has great power, and, far more than government or education, it is business that is creating the culture and the society in which our children will grow up. The risk for a business in our time is that it will lose its mission in the tangle of day-to-day issues so that the guiding light becomes diffused, confused, and even abused. The real opportunity for a modern business is that it can positively contribute to the creation of our society, of the culture our children will inherit, while achieving business success. It can help to create a world to which we shall all want to belong. Here then is the greatest challenge to the leader–to keep the thinking clear, to continue to testify to the vision even in the face of adversity, even in the midst of the tough, everyday grit of reality, even when it would be much more comfortable to acquiesce to short -term solutions that all around are urging.

One of the characteristics that distinguishes outstanding leaders is that they have thought deeply and seriously about the kind of business they want to be running. They have asked themselves the question: "What sets the tone of the business?" They know they need to get the numbers and the strategies as right as they can; but they have also realized that "not everything that counts can be counted and not everything that can be counted counts." They have become aware that the leader's task is to create a world to which people want to belong; that all the climbing the ranks now needs to be balanced by a much larger and longer view. They have realized that there are many factors that set the tone of the company, and many possible actions to affect it. The key to the company's sense of identity and vision is the person of the leader.

There is no formal model that can coherently answer the multidimensional and paradoxical demands of the leader's operating environment. The problems are far too complex and diverse. Yet

(Please turn to page 11)

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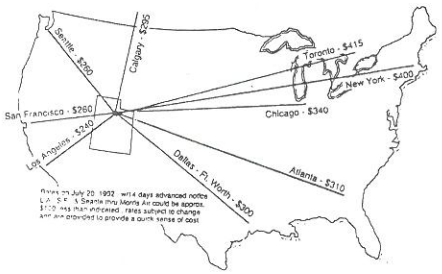
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* a dramatic11-story windowed atrium opening you to the spectacular, mood-altering mountain view
* set in Snowbird village, there are additional dining, shopping and live entertainment options, including a comedy club and dancing
* Snowbird's Aerial Tram gently glides you to the top of 11,000-foot Hidden Peak, providing panoramic views (up to 100 miles!)

Room discount rates for conference attendees:

Standard Bedroom (1 - 4 persons)	$ 79.00	1 Bedroom Suite (1 - 6 persons)	$201.00
Deluxe Bedroom (1 - 2 persons)	$122.00	2 Bedroom Suite (1 - 8 persons)	$323.00



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Perhaps the finest slate of talented presenters to date will be sharing their experiences, skills and insights. Experience for yourself the warm and friendly hospitality for which the West is famous. Be sure write "SNOWBIRD--IANLP 10th Annual Conference" into the time slot of April 23-25...it's the place to be in '93!

(Visionary Leadership from page 9)

leaders *need* coherent models with which to respond consistently and productively to pressing challenges. The only coherent model they have is themselves. Leaders who are able to operate effectively at this level are frequently described as visionary, and they consistently demonstrate three key abilities. I define these skills as:

1. The skill to develop a coherent, compelling vision

2. The skill to communicate that vision effectively, such that people are empowered to pursue it

3. The skill to manage their own performance, sensitive to context, in pursuit of the vision

Creating the Vision

"Vision" implies imagery, and the outstanding leaders do create a world inside their heads, a vision of the future, which guides their day-to-day action; it provides the coherent model. This is an ability that we all have but few of us employ. The vision is not an attainable end state, but rather a continuing process. There is no complete description–the patterns of our minds unfold beyond our ability to describe them–but I imagine a continuously evolving hologram. There is enough substance to make it almost tangible, yet sometimes it lurks in shadows. Sometimes it is alive with sound and brightness, and sometimes it is tranquil. But it is always connected at a deep level with the heart and with the gut.

Vision grows in the feed-forward relationship between what might be (the world in the mind) and the present potential (the sensitive perception of the environment), and it thrives on difference. Indeed, vision seems ever elusive like the rainbow–wherever one moves, it is just beyond reach. Yet like the North Star, it is a powerfully reliable guide.

Since vision is systemic, it sees the parts and the whole in a way that the linear progression of words can never achieve. It can map the flow of the links of value from the heart of the business to the customer, and through the business to the stakeholders. It emphasizes the patterns that are the life of the business.

In order to build this hologram called vision, it is absolutely necessary to take a step back from the day-to-day issues. It is a qualitatively different mode of thinking than that of everyday management but will produce a level of certainty that informs each management decision. Allow some quiet time in which you can really reflect in a relaxed state of mind. An easy walk in the country or a quiet evening alone provides suitable settings for most people.

Once you've established a setting or a context for reflection, think ahead to your retirement years. Imagine you are looking back to your time as a leader.

What were the accomplishments that you are most proud of?

(Please turn to page 17)

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Who Will Bell the Cat?

by Martha Wiglesworth, Vice President Program

In Farmer Brown's house there came to be quite a collection of mice. Because, you see, Matilda Brown made cheese from their goats' milk, and the mice could always find some crumbs around. The mice got so fat, and began to multiply, and Matilda was quite annoyed to see the sassy mice running in and out of her house. So, she persuaded her husband to get a large and active cat, because she knew such a cat would soon make "mice-meat" of these little pests.

Meanwhile, with so many more mice, there was quite a run on the supply of cheese. The mice began to quarrel about which one had the right to certain territory in the house. And they would hoard what they found, whereas formerly they had big parties to enjoy the cheese together. It was plain to see it was an economy of scarcity, and that always brings out the worst kind of competition for that short supply.

So, the elder of the community called a meeting of all the mice to discuss their differences, and settle once and for all who had the right to various cheesy spots. In the midst of the debate and clamor, one little mouse raised her paw to be recognized, and said, "You know, it seems to me that our real problem is not how to divide up the cheese supply, but that this cat is ready to pounce upon us anytime we aren't looking. If we are so busy arguing, how will we outsmart the cat, and even stay alive?"

Well, the mice scratched their heads and pondered that a while until one, a bit brighter than the rest, said, "I know, I know. Over at the Jones farmhouse, the cat has a bell around her neck. The mice over there don't have to worry about that cat, because they can hear her coming and they can run much faster than the cat, and hide in places the cat can never reach."

"That's it!" exclaimed all the mice. "We must get a bell on our cat! Then we could be safe." The elder called for a vote and it was unanimous that indeed, the Brown cat should have a bell.

But the littlest mouse raised her paw and timidly asked, "But who among us is the bravest? Who is going to bell the cat?" There was stunned silence, and each one volunteered the other one to have the honor of belling the cat. Finally, when the discussion was going nowhere, one of the mice spied a long rope, and near the rope among the children's toys was a bell. Since mice are very good at gnawing a rope, it wasn't long until they made a circle out of a piece of the rope, with the bell tied in the middle.

That night, while the cat was sleeping, according to the plan, all the mice together carried the circle of rope (with the bravest one holding the bell very steady so it didn't ring) and they put it around the cat's neck! What a risky, brave thing that was, but after it was done, they all felt so proud and happy. And from then on, the poor cat was so frustrated—every time she moved, even very stealthily, the bell would ring, and the mice would scurry to their safety. It didn't seem to matter so much about sharing the cheese anymore, because they had discovered they could work together when it was important for their survival.

Journal Editor Wanted

Contact Laura Shaw at the address on page two for an application.

What "A Difference of One" Means to Me...

What "the difference of one" means to me is a long overdue affirmation of the significance of the individual in an age and organization which emphasizes cooperation and team work. All human progress has occurred as a result of individual creativity and the dedication of courageous individuals who have been willing to act unilaterally and decisively even when such actions are unpopular to the masses.

Wyatt Woodsmall

Virginia Satir at NANLP

In 1985 Virginia Satir presented a keynote address to the National Association for NLP in Denver, Colorado. At the end of her talk, a man asked for help in applying her approach to his mental health work in a rural community, where he was encountering strong opposition from conservatives. In response, Virginia enacted a series of role-plays in which she demonstrated a wide variety of ways that he could respond in this situation. We are treated to a rare display of Virginia's flexibility, and her willingness to do anything to evoke a powerful response, knowing that all responses can be utilized to support positive change. The transcript that follows was edited from a videotape.

-Steve Andreas

Glen: I live in one of those communities that's isolated, with a lot of very protective people that are lashing out at anybody that uses a word like "humanism." And I found myself asking, "How do I respond to them?" —without getting into the one-upmanship and the up/down and all of that, things I know I shouldn't do.

Virginia: Let me take this opportunity to do something. And remember, that anything we concoct here is only a possibility. Anybody on the outside of me is someone whom I can respond to. They are never the definers of me. They can only be the definers of me if I have handed over my charge of myself to them. And you can do it in many ways. "How could I think differently from somebody? "They will be mad if I don't." "They will be hurt if I don't..." Ah... "Blah, blah, blah," you know. Can you fill in the "blah blah's"? All right.

Now there are people around who do what you said. They've got certain trigger words, and those have certain images, and all that kind of stuff. And there's a lot of it going on, because people are scared. And they think they're going to get security in new words.

All right. Now, so now, here's your friend. Just role-play with me one of your friends, and I'm going to be somebody who is very clear about the fact that whatever is outside of me I respond to, and it's never a definition of me. So, let's have a little role-play.

Glen: Umm. You threw me with the use of the word "friend."

Virginia: Well, if they're not friends, I don't much care about them, do you?

Glen: The problem is, I've not met them. What's happening in the community is through letters to the editor, and through all kinds of actions that they have taken on behalf and against other people; I know they're there.

Virginia: All right. You are talking about what I now call the Hitler context: that there's a group of people who decide who shall live and who shall die. That's Hitler. I don't waste any time; I just simply say, well, you have something with Hitler. But isn't that something—for people to decide who shall live and who shall die? I just make the observation , and they can do with it what they want.

Now, there are many ways to respond. And, I could get killed that way. Remember when I was saying that one of the first things I learned was the difference between the verbal and the nonverbal messages? I can carry a tone in my voice that you'll want to kill me. I can carry a tone in my voice that you'll pity me; carry a tone in my voice in which you think I'm boring as all get-out; carry another tone in which I disrupt your central cortex. I can do another tone in which you will feel connected with me—and I can talk about the same content.

Let's just try something. You give me a make-believe of somebody you expect to meet in your community. Give him a name. And you're going to be that person.

Glen: OK, I'll be Don.

Virginia: And let's have a little context where I, Glen, and you, Don, are meeting.

Glen: OK. You are active in one of the organizations in town that is working a lot to help people find new ways to live their lives, for instance, working with battered women.

Virginia: All right. You're going to call me Glen, because I'm going to be you, now. So you can see me as being you. You're Don.

Glen: Well, Glen, we've been hearing a lot about the kinds of things you've been doing down there at the center and I just need to let you know we don't like it.

Virginia: Oh? (interested) What have you heard about? (She leans forward towards him, mirroring his clasped hands.)

Glen: That you're down there trying to tell these women that they ought to leave their husbands. You're wrecking marriages; you're doing all kinds of things.

Virginia: Where did you get all this? Have you been down there? Has your wife been there by any chance? Where do you get it?

Glen: No. We know one of the women that goes to our church that has a friend that went down there, and she talked to the counselors, and she's not with her husband anymore.

They told her that she needed to get out.

Virginia: Was that the one where the husband beat her up and cut off one leg? (Glen: No.) Not that one. There was another one like that. He just beat her up and she didn't lose either leg. Was that the one?

Glen: Well, he was just being a husband. That "beat her up" stuff was her story, you know. That wasn't really what happened. That was just her side of it. They never did talk to him to find out what his version of it was.

Virginia: You know, I see that you've got a recommendation here. And the recommendation is that you want fairness all the way, is what I hear you say. You know what would be good—I don't know if you can do it—but what would really be good—Could you find that man and maybe we would have a chance to talk to him?

Now, I want to just point out something. I know that I' m at risk with something like this, that here is somebody who is a self-styled righteous person. Now, when I connect with that—this is one way; I wouldn't always do it this way—what I'm doing is recognizing what he's telling me, and finding some kind of way to put it into a context where he is going to be able to see something. And also not feel isolated from me. Now, I just want to do this again, and I want to do it another way. So would you start out again and tell me what you've been hearing?

Glen: Glen, we've been hearing about these women that go down there to the center, and they're getting filled with all kinds of ideas about how they're just as good as their husbands and that they can go off and do their own thing, and they don't have to pay any attention to marriage vows. We just really don't like that.

Virginia: (apologetically) Oh, I feel so bad that there's anybody like that who would feel that way! That's terrible. Maybe we should change everything we're doing. I'm so sad about that.

Glen: Well, I think you'd ought to be, because that's sure what we hear is going on.

Virginia: Oh, gosh, I didn't really know. Oh, forgive me. I would never have done anything wrong.

Glen: Well, you sure have been.

Virginia: (leaning forward) Are you going to forgive me?

Now that's another whole string of affairs, isn't it? But you know that one. All right, do it again. I'm going to do another one.

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Glen: Glen, you know, we really don't like the way you've been doing things down there at that women's center. You sure created a mess out of a lot of marriages.

Virginia: (arrogantly) Who in the hell do you think you are? Down there with all those crappy people being a righteous son-of-a-bitch? Go on, chuck it, brother!

That's another one, isn't it? And I could get a knife drawn on me for that one. All right, do it again. We'll do another one.

Glen: Glen, you've really been tearing up things in that self-help center down there. All that you've been doing has wrecked so many homes. It's gotten so many women all upset; they' re off doing stuff that—you know, running away from their husbands and their kids.

Virginia: It's great that you asked that question, (She turns away to look through some papers on the chair behind her.) because I just happen to have a report from the National Institute of Mental Health in which there are several statistics of groups in the country where there is a great deal of husband-beating going on, and I think that you would like to read that, so I think you'll be more informed when you read it. (Virginia hands him the article and turns away.)

You notice, every one sends it a different direction. All right. Now, do it again. I'm going to do another one.

Glen: Glen, I'm really upset with the way things have been going down there at the center. You've been taking a bunch of this new humanist psychology stuff and turning it loose on these women, and you really wrecked a lot of them.

Virginia: (laughing loudly, rejoicing) God in heaven. I knew one day that somebody was going to come up— (Virginia taps him lightly on the chest.) You know that reminds me of a joke? Do you want to hear a joke? (still laughing)

And I can do that. Or I can do what I did before. Or I can do another one. Each one is a way of connecting with him, and at the same time trying to do something which doesn't escalate what he's doing, but may create a little doubt. So, tell me again.

Glen: Glen, this kind of stuff that you've been working with down there at the center just really is doing a lot of damage. You know, you're tearing apart families, you're tearing apart homes, you're getting women with all kinds of modern ideas that aren't good for them. We've got a lot of people that think it ought to be stopped.

Virginia: You know—let me have your hand. (Virginia holds out her hand, looking at him. Her voice is soft and warm.) How do you feel about that? (Glen takes her hand and shakes it.) One of the nicest things that anybody can do is to share what they feel. And I feel you've done that for me. It doesn't necessarily mean that we're together in what were doing, because I don't know if I understand completely what you're saying, and I don't know if you understand completely with me. Bit I really like the fact that you've taken the trouble, you have taken the interest to be able to share this with me. Can we talk further about it?

Now, that's another one. Now, there's a difference, too. You notice I offered him my hand. He didn't take it right away. Now I'm going to tell you what I did. I really mean that you're always better off when people can tell you where they are. And I let my body give even an extra bit of message of warmth to him. (She is looking at Glen directly, gesturing from herself to him at gut level.) Because I also know that Don is scared. So there is a whole lot that has to happen for him to understand the rumors that are going on.

The women often get so guilty about what has happened. And they haven't been able to raise themselves enough, so they talk to other people as a way of trying to validate what has happened to them. (Virginia turns back to Glen.) So the point of it is this. Your talking to me has very little to do with the center itself; it has to do with your scaredness, and so on. And if I can find no way to make a contact with you that is going to help us to come together, (Her hands gesture out to him and back to her as she looks directly at him.) then we're not going to be able to do anything.

When I've worked with really delinquent, acting-out people, and the families of those people, I learned that what was underneath was the fear. And What they needed from me was some honest kind of connection. And If I could, to take a handshake. (She takes his hand.) Handshakes look innocuous, but they're actually powerful connectors. And you can feel that in my own hand here. And then the responses come differently.

Now, I wouldn't want anybody to think you can go out and model this exactly like this, but what it is possible to do, once you take somebody out of an enemy category and see them as a person who is responding (She gestures out and in, heart level.), and behind such a person I see fear, I see anger, I see worry, I see all that kind of stuff. So the first part is to make a bridge between us. Glen, I don't know if that helps you any, but there are all these options.

The last role-play illustrates the approach that most people identify as Virginia's predominant style. Many therapists ignored or have rejected Virginia's work (often while paying "lip service") because this style was not personally congruent. Others have take on this style as a new set of "shoulds" to follow slavishly. Yet there are all these other possible ways to engage in a dialogue that is not defined by the "other," and is lively enough to offer multiple opportunities for change.

Steve Andreas is a trainer in Neuro-Linguistic Programming and co-director, with his wife Connirae, of NLP Comprehensive in Boulder, Colorado. He is the author of Virginia Satir: The Patterns of Her Magic, as well as author or editor of numerous books about NLP.

(Visionary Leadership from page 11)

Most of us find it easier to think in terms of business results, but much more important here is the context in which those results were achieved–the sustainable qualities that you engendered in the organization.

What was your legacy? What sort of company did it become?

What was it like to work for? To be a customer of?

These may be metaphorical notions at first. Whatever the metaphors, let them gradually develop into becoming examples of your future company. Focus on the *qualities* underlying these metaphors until the elements that are really important you to you become clear. Notice, by the way, that you can manipulate the images in much the same way that you adjust the controls of a television set. You can make the image brighter or darker, clearer or blurry, moving or still, and even larger or smaller. Such adjustments help develop the vision as you become more aware of your own "envisioning process." If you think you don't have time for such thinking, please realize the future of your company and the dignity of your retirement depend on it.

No you have the movie. Next, we add sound. Begin to hear the quality of the voices in the interaction you imagine. They can indicate much about the quality of the relationships you see in the future company. Then make sure that your own emotions are involved in the process. What is your gut response to the images and sounds you are creating? It is critical that you include your feelings because only in that way can the vision come alive for you and shift from being just an intellectual and disassociated idea to a vision that is alive and potent.

Notice that there is a difference between watching yourself in the future scene and actually imagining being there, seeing out of your own eyes. An example may make this clearer. Imagine standing in a fairground, watching yourself on a roller coaster. See yourself at the top of one of the peaks. Now, switch perspective and imagine seeing your hands gripping the handhold and the track dipping away in front of you. The second "associated" perspective will typically produce much more sensation and will make the vision more real.

Wisdom has been defined as the ability to see the world from different points of view, and it is important that vision has wisdom. A single perspective can never produce a rich enough world to create a coherent model. The task is to inform the vision further by shifting perceptual position. Imagine yourself being a customer of your future company–really step into the customer's shoes and find out how you, as the customer, would respond to your imagined company. Investigate as many different perspectives as you can. Imagine being secretary, vice-president, factory worker, or service engineer. In each case you might ask, "What do I expect from my company and what does my company expect from me?" Imagine being a community neighbor of the corporation, or look from the naive wisdom of a child; it will add yet another dimension.

(Please turn to page 22)



Experience the NLP Trainer who has been teaching and practicing NLP since 1978. Considered a "First Lady of NLP", Anné Linden is a pioneer and creator of many NLP models. She has developed, during 16 years of consistent and continuous work, a vision of NLP that has clarity, integrity and heart.

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February 93 — Practitioner and Master Practitioner Training Begins in Zurich

Branch, Susan Grace, & Associates, 61C Monroe Avenue, PO Box 426, Pittsford, New York, 14534, (716) 586-6773

January 28 — Free Preview of NLP
February 20 — Introduction to NLP
February 25, 1993 — Free Preview of NLP
March 6-May 30 — Practitioner and Master Practitioner certification
April 1 — Free Preview of NLP

Centre Quebecois de Programmation Neuro Linguistique, 3826 St-Hubert, Montreal, PQ H2L 4A5 (514)281-7553

March 5-7, 1993 — Basic NLP begins.
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January 22-24 — Weekend Introduction Program, Pittsburgh, PA., Dr. Joe Mulvihill - (412) 856-5989
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April 29 - May 1 — Weekend Chiropractor's Communication Seminar, Las Vegas, NV. Dr. Patricia Petrie, (815) 288-3614.
May 16th - 22nd — One Week, Spring Fun-Shop, Friday Harbor, WA, Marcia Meyers, (800) 369-4390.
June 28 - July 2 — Continuing Education Program for former students, Friday Harbor, WA
September 12-18 — One Week, Fall Fun-Shop, Friday Harbor, WA, Marcia Meyers, (800) 369-4390

Georgian Bay NLP Centre, 92 St. Vincent Street, Meaford, Ontario N0H1Y0, (519) 538-1194

January 29–30 — Photo Reading – Toronto
February 5&27, 1993 — Photo – Toronto
May 3–4,10&31, 1993 — Photo – Toronto
December 3–6 — NLP Master Practitioner Training – Toronto

Metaformation Inc. NLP Centre Learning Opportunities, 3538 Marlowe Ave. Montreal H4A 3L7, Quebec Canada – Phone 514-486-1282 FAX: 514-486-7736

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March 27–28 — Leadership Skills – Robert Dilts

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Jan 15, 1993 (Begins) — Practitioner Certification Training - Extended - NLP of Chicago - 312-271-9578
March 5-7, 9-11, 1993 — Trainer Training - Steve and Connirae Andreas - Denver, CO - 1-800-233-1657
June 4-July 4 — Practitioner Certification Training - Winter Park, CO
June 5-July 2 — Master Practitioner Certification Training - Winter Park, CO
July 28-August 7 — Practitioner Certification Training - Winter Park, CO

NLP Institute of Chicago, Inc., PO Box 25184, Chicago, IL, 60625

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First Friday of every month - 708-975-9521 - Tim McPike

NLP Learning Systems Corporation, 109 Spanish Village Center, Suite 643, Dallas, Texas 75248, (214) 233–4NLP

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February 6–7NLP in Action (An Introduction)
February 19–21NLP Master Practitioner Certification begins (Seven Weekends)
January 22–24 — NLP Master Practitioner Certification

NLP of Ohio, 869 1/2 Franklin Ave., Columbus, OH 43205 – Phone 614-253-7127

January 7,1993 — Personal Transformation - 7pm-8:30pm - free
January 22–24,1993 — The Technology of Achievement Intensive Weekend (John Parmater and Charles Faulkner)
February 20, 1993 — Staff Development with NLP - 7pm-8:30pm - free
March 12, 1993 — Letting Money Flow In - 7pm-8:30pm - free
March 16, 1993 — Aligned Self - 7pm-8:30pm - free
March 26–28 — Aligned Self (Tamara Andreas)—Cleveland Area
April 3, 1993 — Business Telephone Skills - 7pm-8:30pm - free
April 29, 1993 — Self Concept and Self-Esteem - 7pm-8:30pm - free

To Experience It is to Appreciate It

An Invitation from the Idaho Chapter of IANLP

The reaction that some folks have to the idea of visiting Salt Lake City (those who haven't been here) seems a lot like the reaction some folks have when introduced to NLP. They have their ideas of what it might be like, maybe some judgments based on things they've heard, and thoughts about it, but it is not until it's experienced, do they have a way to really appreciate it.

Salt Lake is a small city—700,000 in population—but, we don't think small. We are the U.S. choice for the 2002 Winter Olympic, have world-class ballet, symphony, basketball (Go Jazz!) AND world-class ski resorts. The Cliff Lodge, chosen for the 1993 IANLP Conference, is the best of the bunch. I've been told that celebrated people choose Snowbird for their ski holidays over other places because, not only do we have "the best snow on earth" (not an idle boast—if you haven't skied Utah snow, you haven't skied powder), but the facility is luxurious and service is first class.

I don't know how anyone could actually be on that mountain and not be incredibly impressed with the majesty of these Rocky Mountains. It is so magnificent up there that the Lodge has windows in the bathrooms so you can soak in the tub and not miss a minute of the view.

At first glance the lodge seems "stark"—cement building with straight lines. Those using their sensory acuity will soon notice, however, that the buildings "blend" into the granite and pine and aspen of the mountains. Grass was even planted on the roofs in order to continue the natural look and feel. The ecology of our canyon takes top priority with the operators of Cliff Lodge. No detail has been to small to be considered. For instance, even the heating for this huge lodge is produced by a co-generation plant which produces the electricity and as a by-product, heat for the lodge. This closed-loop system re-circulates the water and in a large way protects resources and the environment.

You can have a great time and not leave Snowbird—great restaurants, a comedy club, the tram, the "Tram Room", etc. However, for those who want to experience what Salt lake City has to offer, come a day early or stay an extra day or two after the conference. The city is only a 30 to 40 minute drive down the canyon. A great thing about this area is that the end of April is one of those wonderful times when you can still ski in the mountains and golf down in the city. We will be sure that all of you have lots of information of the many things to do and places to go when you come to see us. We (the Utah-Idaho Chapter of IANLP) want this to be a great conference and look forward to sharing our beautiful mountains and warm hospitality with you.

NLP Training Systems, Inc., 2129 Spring Garden St, Philadelphia, PA 19103 – Phone 215-854-0800

January 30-31, 1993	Stances
May 1-2, 1993	Stances

Pace Personal Development, 86 South Hill Park, London NW3 2SN - Phone 071-794-0960 - Fax 071-794-7366

January 5, 1993	Free Introductory Evening - London W2
Begins January 15	NLP Foundation Skills - London W1
January 16	Personal Coaching Day - London NW1
January 19	Free Introductory Evening - London W2
January 21-22, 1993	Exploring Your Personal Mission - Julian Russell - London WC2
Begins January 23	NLP Foundation Skills - Central London
March 12, 1993	Demonstrations of Psychotherapy and Hypnosis - Stephen Gilligan
March 13-14, 1993	Generative Change: Engaging Your Personal Hypnotic States
March 26, 1993	Practitioner Training begins.
April 1-2, 1993	NLP and Creativity - Judith DeLozier - London NW1
June 5, 1993	NLP Foundation Skills

Listings in the Calendar of Events are FREE.

REPERE - Centre International des Etudes Avancées NLP, 78 Ave. Du Général Michel-Bizot, 75012, Paris, France, Tel: (33-1) 43.46.00.16

January 16-17, 1993	Introduction to NLP for Professionals.
February 20-28	Practitioner "C" begins. Meets 7 days every other month until July.
February 27-28	Introduction to NLP for Professionals.
May 15-16	Introduction to NLP for Professionals.
June 12-13	Introduction to NLP for Professionals.

Southern California Center—NLP, 2075 Palos Verdes Dr., No. 200, Lomita, CA 90717, (310) 326–5545

January 23–24	Innovations in Hypnosis/NLP Begins (for Health Professionals)
February 27–28	Innovations in Hypnosis/ NLP II
March 20–21	Innovations in Hypnosis/NLP Part III
April 30, May 1–2	Metaphor: Creativity is Contagious

Mobilizing Healing Resources

by Kenneth H. Law-Davis, D.C.

"Who is the greatest doctor in the world?" I ask most of my patients this question. Surprisingly, many do not know the answer. Do you?

The answer is simple, once you think about it. The greatest doctor in the world is the doctor inside you! You are designed to be healthy.

When health care professionals talk about our innate ability to self-correct or heal, they call it homeostasis. In NLP, the term "negative feedback" describes this process.

So health can be described as the ability of the body to self-correct in the presence of forces that alter its state of balance. These forces include our environment and the way we live: food, air, water, pollutants, sleep, exercise, work, relationships, books, television, and a myriad of other factors. A wealth of research demonstrates that physiological changes occur with changes in our thinking and what we take into our bodies.

Consequently, it is incumbent on the health care practitioner to inform the patient that a significant influence in healing comes from herself.

Here are some useful behaviors health care practitioners can suggest to their patients.

1. Accept stewardship. Accept your role in the healing process. You and the health care practitioners are members of the same team.

2. Become curious. Pay attention to the feedback offered by your body during the healing process. Curiosity itself is a healing and self-balancing state.

3. Take action. Only you can make changes in your life-style to enhance health and healing.

The use of NLP processes with these three steps is extremely valuable. Often, helping a patient set well-formed outcomes for her health is enough to generate self-involvement. Teaching how to place attention and use third position can aid a patient in gathering information relevant to the healing process. And, of course, healing metaphors and hypnotic language patterns can invite a mobilization within the patient of previously inaccessible resources.

How long does this take?

It can begin by including rapport and compassion with the initial consultation and report of findings. Thereafter, a minute or two of quality interaction with a patient during treatment can elicit resourceful states and beliefs. I give a 45 minute class every second week to patients on their role in the healing process.

Whether you are a nurse, a chiropractor, a medical doctor or other health-care practitioner, you have within you the treasure chest of NLP training (or the ability to get it) and the potential skill and resources to become more than just a health care provider. You can become, in every sense of the word, a healer.

Dr. Law-Davis is a chiropractor in private practice in Pittsford, New York. He is a master practitioner in NLP and an associate trainer with Susan Branch and Associates. Dr. Law-Davis is the author of several articles on the use of NLP techniques in the chiropractic profession. He can be reached at Pittsford Chiropractic Offices, 61C Monroe Ave, PO Box 426, Pittsford, New York 14534 Phone (716) 248-5900

What "A Difference of One" Means to Me...

This for me expresses the universal truth that each one of us has our own unique and special way of being a part of a greater whole, and that the One is constantly changing and evolving as a result of the input of each One.

Ardie James

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As a final perceptual position, ride the space shuttle and look down on your business within its community, the community within the nation, and the nation within the global system. Does your vision contribute to creating a world to which you wish to belong? Only by considering these different perspectives can the vision evolve into a form that guides the organization so that everyone's integrity is respected and, therefore, the vision is fully supported.

Vision is not plan-able, but it can be program-able; it exists in the relationship between your conscious and unconscious thoughts. It can't be rushed or made to order, but following the above steps will help to create contexts in which it can develop. You may find that the steps loop back–that an image that appeared appealing from the outside can feel quite wrong from the inside; or that information developed by shifting perceptual position leads to a review of the initial qualities. Such looping will become a continuous process, since vision is not a fixed picture but an ever-evolving process–a continuing pursuit of the elusive ideal. It is that pursuit that generates the coherent model to guide action and creates the emotional charge that is at the heart of good leadership.

* * *

David R. Gaster was a consultant, management coach, and trainer who worked principally in the United States and Europe. Born in Oxford, England, he lived in Europe, Africa, and the Middle East. He recently retired as chairman of the PACE consulting and training group in the UK and became a permanent resident of the United States. His background included fifteen years in the international aviation business. For two years, he was a member of the British Aerobatic Team. He was a fellow of the Institute of Directors (UK) and a member of the British Association of Aviation Consultants and the European Federation for Management Development.

Mr. Gaster worked with key executives and teams on issues of leadership and vision. His clients included British Airways, British Telecom, IBM, ICI, The Commission of the European Communities, and the National Health Service. He was a visiting speaker at the Sundridge Park Management Centre in England, and his work has been described in *International Management* magazine and the London daily *Financial Times*.

"Psychotherapy is an undefined technique applied to unspecified cases with unpredictable results. For this technique, rigorous training is required." **Raimy (1950)**

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Journal Editor Bids Requested

Dear IANLP Members:

John Parmater has chosen to step down from his position as editor of the *NLP Connection*. On behalf of the Editorial Committee and IANLP's membership, I want to thank John for his years of diligent labor on this publication.

We are now initiating the process for selecting a new editor for the *Connection*. It is a paid position, and any member of the Association is welcome to submit a bid for this task. Anyone wishing to be considered for the position should have a good grasp of grammar, have competent spelling abilities, have some experience in preparing and publishing a newsletter, and have access to the tools necessary to perform the job.

In very general terms, the editor is responsible for:

- Soliciting advertisements and articles;
- Proofreading all materials;
- Contacting writers or advertisers when there are questions;
- Typesetting and layout of the issue;
- Arranging for, and overseeing, printing of the issue;
- Labeling and mailing the issue (labels provided by Indianapolis office).

The *Connection* is published **SIX (6) times** per year. Costs associated with printing and postage is paid by IANLP. There is also a budget line for reimbursement for personnel (including the editor). The 1992 budget is as follows:

Personnel	$ 9,900
Postage (bulk)	$ 4,047
Printing	$ 7,573
TOTAL BUDGET:	$24,220

If you are interested in applying for this job, put together a bid proposal and send it to:

Lyle Chubb, Chairperson
IANLP Editorial Committee
83 William Street
Lyons, New York 14489

A sample of your work would also be useful.

Bids for the position must be received *NO LATER THAN* Wednesday, 27 January 1993.

The Editorial Committee will review all bids in early February. All applicants will be notified of the results once a decision has been reached.

If you have any questions about this position, you can contact me at (315) 946-4916 in the evening after 8:00 PM.

Thank you for your help, and we look forward to hearing from you soon.

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