Volume III, No 2 $3.00

The NLP Connection

The Journal of the National Association of Neuro-Linguistic Programming

Association News

Tim Hallbom, chair of the Research Committee, is inviting anyone who is interested in starting research in NLP or would like to serve on the Research Committee to contact him at 801-278-1022.

Two of the Regional Conferences scheduled for this fall have taken place. The Central and Southeastern regions combined for one conference on September 10-11 in Cincinnati. The Mountain States Region also had their conference on September 10-11 in Denver. The 2nd Annual Canadian Conference is scheduled for October 29-30 in Toronto, Ontario. The Northeast Regional Conference is scheduled for November 18-20 in Boston at the Boston Marriott Newton Hotel. If you would like more information you can write to Karen Bading at NYTI 155 Prince Street, New York, New York 10012 or call 212-473-2852.

The Board of Directors will meet in Indianapolis on October 21, 22, and 23, 1988. The schedule is as follows:

Friday	October 21, 1988	4:00 - 7:00 p.m.	Executive Committee
Saturday	October 22, 1988	9:00 a.m. - Noon	Executive Committee
Saturday	October 22, 1988	1:00 - 6:00p.m.	Full Board
Sunday	October 23, 1988	9:00a.m. - Noon*	Full Board

*There will be an orientation/guidelines presentation for the Board.

The Board of Directors will meet in San Francisco at the Catheral Hill Hotel on January 21 and 22, 1989. The schedule is as follows:

Saturday	January 21, 1989	9:00 a.m. - Noon	Executive Committee
Saturday	January 21, 1989	1:00 - 6:00 p.m.	Full Board
Sunday	January 22, 1989	9:00 a.m. - Noon	Full Board
Sunday	January 22, 1989	1:00 - 4:00 p.m.	Executive Committee

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Letter from the President



Cory de Torres, Ph.D.

This letter provides me the opportunity to give you, the members of NANLP, an update on the state of our organization and its progress toward the goals which we have set ourselves. For those of you who read my last letter, I indicated three primary areas of development: consolidation of an organizational identity; interface with the international community and growth at the grass roots local level. I will review each of these major areas in turn.

Organizational Identity

Our movement toward a clear organizational identity is assuming several forms. We are following up in those areas which have previously absorbed much of our organizational energy and are, as yet, in need of further action. Rene Wilett has accepted the Chairmanship of the Training Standards Committee. With this position comes the challenge of addressing the many and difficult issues which remain regarding standards and review. He will present a comprehensive proposal for Board consideration at our October meeting.

Doug Sauber, Chair of the Ethics Committee, has informed me that various issues have already been brought for Ethics Committee review. By the time of our National Conference in San Fransico, we should have good feedback on the functioning of our "as if" Ethics Code.

continued page 3

Publication Policies

EDITORIAL

The NLP Connection publishes articles and materials with the intent of informing NANLP members and the public-at-large of Neuro-Linguistic Programming (NLP) with accuracy, integrity, and respect. Articles sought include those enhancing the value of NLP by various professions and the general public as a significant and viable discipline, as well as those informing the membership of new developments and applications.

Manuscripts and other items for publication must be typed and double spaced, and include a suggested title and bio(s) of the author(s). At least one of the authors must have at least a Member level membership in NANLP.

The NLP Connection is interested in publishing original work and realizes the value of an author's time and efforts. Therefore, copyrights are promptly returned to author(s) of original work on request.

The desirable length for feature articles if from 800-2,000 words. Shorter lengths may become part of a "column" or news item or appear as a short article. Credit of authorship for shorter length submissions will be given when appropriate. Longer articles may be divided across 2 or more issues. Any "series" presented for publication must be sent in totality for editorial review first.

The FORUM (letters from NANLP members to the publicaton) are not subject to editorial review and are printed unedited, with the constraint that FORUM letters are limited to 800 words in total length.

The ideas and opinions expressed in **The NLP Connection** by the authors and editors are their own, and are printed herein as a service to members of the National Association of Neuro-Linguistic Programming (NANLP). Reasonable efforts have been made to ensure the accuracy of its contents.

If the document was produced on a Macintosh or IBM PC or PC clone, please send a floppy disk (in text or MacWrite format) of the same. Send articles and news items to ***The NLP Conection****, Suite A100, 310 N. Alabama St., Indianapolis, IN 46204.*

ADVERTISING

Individuals advertising in the publication must have at least a Member level membership in NANLP. In the case of institutes, centers and organizations operating under an assumed name, at least one member of their executive staff (Director, President, CEO, etc.) must have at least a Member level membership in NANLP.

The Editorial Board reserves the right to refuse advertisements not meeting the above requirement, or making outrageous claims, or judged not to be "tasteful", or not within the editorial policies of this publication. Recourse is available through review by the Board of Directors.

The advertising rates for black on white ads in the next issue are:

Ad Size	Copy Size	Cost
1/4 page	3 3/4" x 4 1/4"	$50.00
1/2 page	7 1/2" x 4 1/2"	$90.00
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President *(continued from page1)*

In addition to those next steps in handling ongoing issues, something new has also emerged in my mind as a priority for organizational identity. The more experience I gain in the role of President, the more it appears to me that NANLP needs to formalize administrative procedures. Until the present, tasks have been accomplished with energy, caring and frequently with great creativity. Follow through, however, has not been our signal strength. At the October Board meeting, I will be proposing an initial set of administrative guidelines so that organizational tasks can be accomplished in an efficient and timely manner. For those of you who might consider or be persuaded to run for a Board position, these guidelines will also provide you with one basis for defining your role responsibilities to NANLP.

International
We have activated the International Committee under the Chairmanship of Richard Clarke. Richard and I have jointly sent out a letter to Institutes and members of the International NLP community, asking for participation in designing a first International NLP Conference. Responses to this letter should be in by the end of the summer and we can begin formal planning in the fall.

Grass Roots Participation
Within the borders of the United States, the Western Region is developing a first state based NANLP organization. I am greatly pleased that we are actually beginning to achieve this level of grass roots participation. Suzy Smith, our Western Representative, deserves special recognition for her energy in promoting NANLP, as does Jackie Sharpe, Neil Orton, Marianne Bardy, Pam England, Linda Cossins, and JoAnn Hallbom for their initiatives in building a local NANLP chapter.

If this letter has stimulated ideas, suggestions and/or concerns, please let me know. The more we hear from you, the more we can build an organization that truly represents all of the membership.

Cory de Torres, Ph.D.
President

In Memorium

We regret to inform you that Virginia Satir, whose therapeutic procedures served as a model in the development of NLP, passed away on Sept. 10, 1988 after a short illness. An article on her life and work in the next issue.

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DATES OF THE FIVE, FOUR DAY MODULES:

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Dec. 3, 4, 5, 6, 1988
Sat., Sun, Mon., Tues.
Jan. 7, 8, 9, 10, 1989
Sat., Sun., Mon., Tues.
Feb. 16, 17, 18, 19, 1989
Thurs., Fri., Sat., Sun.
Apr. 6, 7, 8, 9, 1989
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The NLP Connection

IF YOU SORT BY MISSION STATEMENTS AND LOGOS

At the National Conference in Chicago we asked those present to evaluate the Mission Statement and a proposed Logo. A 33% response indicated significant interest and posibly that those not present, would be interested.

Please note that this statement was composed by a special committee of the **NANLP board** who gave long and thoughtful time and effort to the content.

The Mission Statement:

NA/NLP is a non-profit organization of people who use NLP.

By a unifying organizational forum, we mean a context in which different NLP approaches and applications may be examined, fostered and advanced within a framework of ethics and standards

We believe the following values behaviorally manifested support this mission:
being -
respectful,
flexible,
congruent,
accessing choice
and creating mutually beneficial outcomes.

We believe that by demonstrating these values in applying NLP and in our lives - we will contribute to personal and social transformation.

The Logo:

The logo shown at the National Conference was a proposed concept. Unlike the mission statement, it was a product of no significant time and effort. However, it was useful for getting a reaction and about half of those commenting liked it - Ok.

What do you think the NANLP logo should be?

Your concept:

Your Comments:

I like the statement.-

If I could suggest one improvement:

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Report on the Procedures for Implementing the Proposed Code of Ethics

The Ethics Committee

This report is the result of 2 years of work by the Ethics Committee and the memberhsip of NA/NLP. Long term members will remember the survey that almost half of the membership responded to early in 1986. Many of you also took part in discussions of ethics at the Regional Conferences in the fall of 1986.

Since that time the membership directions were incorporated into a Proposed Code of Ethics (included in this issue) and a procedure for beginning implementation of that code. That procedure was designed not to penalize any members for perceived violations of the code, but to educate individuals and the membership as a whole on the ethical concerns of the NLP community and the larger world in which we live and work.

Both the proposed code and the implementation procedure were presented to the Board and the membership at the National Conference in 1987, and were tentatively accepted. The Board also requested that both items be reviewed by legal counsel before actual implementation began. Therefore the past several months were spent in that review, and making revisions to the implementation procedure. A summary of the comments made by NA/NLP's legal counsel, Steve Engleberg, is included in this issue.

The procedure is:

1. NA/NLP will act "as if" the Proposed Code of Ethics is our adopted code of ethics for 1 year.

2. The Ethics Committee will hear comments, complaints, and questions about ethics in general and about the ethical practices of specific NA/NLP members.

3. The Committee will respond to complaints and questions about a member's ethical practices through the following procedure:

   a. The individual raising the question will be asked to put that question in writing to the committee, and will be asked to authorize the Ethics Connection to follow-up on their question, also in writing.

   b. Following such authorization, the NA/NLP member whose practices are at issue will be informed that a question has been raised (without any names). The member will be informed that no punitive action is intended by the Association, and that the Committee is acting purely to educate itself and the member about the issues of ethical practice. The member will be encouraged to respond to the question. All questions and responses will be held strictly in confidence by the Committee.

4. The Committee will review any comments, complaints, and questions submitted, and will:

   a. make a report to the Board indicating the number of issues raised and the general distribution of issues about which NA/NLP members are concerned.

   b. The report to the Board will be published in the newsletter, The NLP Communicator. The membership will be encouraged to comment on the issues raised.

   c. Membership comments will be reported to the Board, published in the news letter, and incorporated into recommendations to the Board on the Code of Ethics and enforcement procedures.

Through the process outlined here, we will, as an organization, educate ourselves about the ethical issues, if any, that are important to the members of this organization. We will also learn how members would like NA/NLP to handle those issues. At the end of the year, after reviewing the comments and responses made by members, the Ethics Committee will submit a proposal for a final draft of the Ethics Code and an enforcement procedure.

Any comment, question, or complaint about ethics in general, the procedures of NA/-NLP related to ethics, the ethical practices of a NA/NLP member, or this report can be sent in writing to:

Douglas J. Sauber, M. Ed.
1803 Chestnut Street
Philadelphia, PA 19103

FORUM:
Letters, Opinions
Visions, Values

FROM: Douglas Sauber, chair of the Ethics Committee
RE: Report on phone conversation with Steve Engelberg, legal counsel to NA/NLP

Steve Engelberg, who is NA/NLP's legal counsel, was sent copies of the Proposed Code of Ethics and the proposed implementation procedure. After reviewing them, we discussed these materials and Steve's recommendations by phone. Below is a summary of his comments.

Types of Codes

Steve noted that codes of behavior generally can include two kinds of code, and advises that we be clear about our intent.

One type of code is what is usually thought of as ethics, and includes admonitions about good practice—a kind of ten commandments. These admonitions include things like don't exploit relationships, represent your credentials accurately, don't lie, cheat, steal from clients or customers.

The second type of code sets out standards of behavior that distinguish the competent from the incompetent practitioner. In our proposed code, items like "...members will make every effort to continue to expand the limits of their own models..." are standards of good practice rather than admonitions about ethical practices.

Informal vs. Formal Codes

Ethical standards should be clear and specific. The more vague the wording, the easier it is to successfully challenge a standard.

If we choose at some point to discipline members for violations of the code of ethics, it is most important that our procedures for the discipline process be clear, reasonable, spelled out in detail, fair, and ensure confidentiality during the process.

The courts will uphold decisions to discipline members for ethical violations if:

a. the process is fair and reasonable
b. the process is clearly and publicly spelled out
c. the ethical code is clear and specific

The courts generally agree that professional organizations have a duty to protect the public. They will uphold a decision that potentially harms a member of the organization if the above standards are met and if the code is designed to protect the public.

Accepting complaints without a clear, specific, functional code of ethics could put NA/NLP at risk. Without clear standards, discussion of a member's behavior or ethics by any person or group representing the organization can easily be challenged by the member involved.

We are safest with either no enforcement or a formal, specific code with formal specified enforcement procedures. An informal, vague code can be easily challenged in court. Members must be able to know what the code is, what each item means in terms of their own behavior (this can be specified entirely in the code, or the code can be further specified in a set of interpretations), and how the system for enforcing the code operates.

Confidentiality

NA/NLP should consider limiting the process of sharing questions about the ethics of any member to ensure the absolute confidentiality of the member involved. Information about questions raised should not even be shared with the Board. A member could potentially claim that his/her ability to practice was harmed by the Committee's sharing this information with Board members, who are influential in the NLP community.

In most professional organizations, the entire process, from the initial raising of a question through the investigative process, if any, is completely confidential. Only the end result is shared with anyone outside the Ethics Committee, and only then if public punitive action such as suspension or expulsion is taken.

Procedures

In general, Ethics Committees will not act on anonymous complaints. The complainant must be known to the Committee, and Steve recommends that complainants be asked to sign a waiver before the committee will act on their complaint. A typical waiver gives the committee the right to use the complainant's name in following up on the complaint (the complainant gives up the right to confidentiality) and gives the committee the right to act on the complaint. The complainant is not, however, privy to the member's response, to the content of any investigation by the Ethics committee, or to details about the results of the Committee's process.

Steve also had some recommendations about the way the Committee is appointed. Given the sensitive nature of the issues the committee deals with, the committee should be appointed in a clear and open manner. The President can appoint the Committee Chair, with the approval of the Board, and the Committee Chair could appoint the committee members, again with the approval of the Board. All steps in the process should, of course, be recorded in Board minutes. He also noted that many professional organizations include a member of the general public on the Ethics Committee as a way of ensuring and demonstrating responsiveness to the public that the organization's members serve.

Proposed Code of Ethics

Interpersonal Ecology
NA/NLP members will respect the dignity and worth of each individual. They will show respect for the integrity of others by responding to each peron's unique resources and by appropriately recognizing and responding to the differences among people.

NA/NLP members will be responsible for using ther NLP skill to increase people's knowledge, understanding, and welfare. While using their skills, NA/NLP members will make every effort to protect the well-being of those seeking their services. They will use their skills only for purposes consistent with positive mutual outcomes.

Personal Accountability
NA/NLP members will represent their own level of NLP skill, training, credentials, and areas of competence fully and accurately. They will discourage the use of NLP skills by any person unqualified to use them.

NA/NLP members will accept responsibility for their work and its consequences; they will be sure that their services are used appropriately.

NA/NLP members will make every effort to continue to expand the limits of their own models of the world, and to increase their competence through new learning.

Ethical Practices
When providing services, NA/NLP members will present the nature and purpose of their approach in language which can be understood and evaluated by other people. They will openly and freely represent the nature of outcomes and techniques used in providing such services. Should it become reasonably clear that the recipient of services provided by a NA/NLP member is not benefiting, the NA/NLP member will terminate those services.

NA/NLP members will openly and freely represent the nature of conflicts of interest involving those for whom they provide services. NA/NLP members will avoid exploitative relationships with trainees, clients, subordinates, or others for whom they provide services.

Recognition of Current Limits
NA/NLP members will recognize the current limits of their personal competence and the NLP techniques which they use. NA/NLP members will also recognize any other personal limitations and/or problems that might interfere with providing appropriate service to others. Where such limitations or problems are suspected, they will seek feedback from others qualified to give it. NA/NLP members will not continue to provide service where their own limitations or problems would interfere.

Public Representation of NLP

NA/NLP members will act publicly in ways aimed to enhance rather than detract from the community's perception of NLP, its practitioners, or practices. Statements made by NA/NLP members to the public will provide balanced representations of the NLP model and its limits. Such statements will be aimed to inform the public about NLP and to assist the public in making informed decisions and choices.

While a NA/NLP member's personal standards and ethics are generally a private matter, the ethical standards of NA/NLP will take precedence insofar as they affect the public perception of NLP.

Respect For Other Professions
NA/NLP members will sufficiently understand the competencies of related fields to make appropriate referrals to other professions.

NA/NLP members will show respect for professionals in related fields by learning and acknowledging their customary procedures when interacting with them.

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Toward A Science of NLP: The Paradox of Conceptualization

Daniel J. Pesut, Ph. D.

A few years ago, while engaged in doctoral studies, I became intrigued by the philosophy of science espoused by Abraham Kaplan (1963). He believed that scientific inquiry could be contextualized into a context of discovery—and a context of verification. Hypotheses generated in a context of discovery could be tested in a context of verification and vice versa. The making of scientific knowledge is a dialectic process—dialogue and debate is the basis for forward movement.

Research begins with fundamental conceptual categories which tell us about our subject matter more than any other categorical sets. Research is predicated on the dynamic interaction between formal logic and "reconstructed logic" or "logic in use". In other words, scientific knowledge is the result of the effort involved in testing and evaluating the interaction and effects between theorectical and operational conceptualizations of ideas.

According to Kaplan, earnest and curious behavioral scientists must struggle with an issue he calls the Paradox of Conceptualization. Proper concepts are needed to formulate a good theory, but one needs a good theory to arrive at the proper concepts. He notes that:

"As knowledge of a particular subject-matter grows, our conceptions of that subject-matter change; as our concepts become more fitting, we learn more and more. Like all existential dilemnas in science... the paradox is resolved by a process of approximation: the better our concepts, the better the theory we can formulate from them, and in turn, the better the concepts available for the next improved theory. V.F. Lenzen has spoken explicitly of 'successive definition'. It is only through such successions that the scientist can hope to achieve success (1963, p. 54)."

NLP practitioners interested in research are currently struggling with the paradox of conceptualization. A major contribution toward the clarification of some of the paradoxical issues involved with NLP research has been made by Einspruch and Forman (1985). They articulately identify, describe, and discuss six categories of design and method errors they have observed in the 39 empirical studies of NLP documented in the literature through April, 1984. They have discovered that most of the research done on NLP to date has been flawed because of failure to pay attention to the following categories of errors: 1) Lack of understanding of the concepts of pattern recognition and inadequate control of context. 2) Failure to understand NLP as an approach to therapy. 3) Failure to understand the Meta-Model of linguistic communication. 4) Failure to consider

Continued . . .

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stimulus response associations. 5) Inadequate interviewer training and lack of sensitivity to the nature of rapport in a counseling relationship. 6) Logical mistakes.

They offer the following suggestions or modifications for those interested in conducting NLPresearch. First, researchers should be trained by competent NLP practitioners for an appropriate period of time so they are aware of some of the fundamental NLP assumptions and presuppositions. Second, rapport in NLP research should be operationalized in objective, sensory observable data. Third, procedures should not be applied across groups but rather on an individual basis. Fourth, treatment studies should be performed by therapists who have demonstrated mastery of the models, techniques, strategies and outcome measures should be behavioral in nature. Many of their suggestions are already consistent with the NLP model.

The observations made by Einspruch and Forman are useful feedback for those interested in doing more empirical NLP studies. Further development of NLP as a "science of beneficial choices" (Ferguson, 1982) depends on the integration of research efforts in both the contexts of discovery and verification. For those of us who are interested in doing future NLP research, we would do well to reflect on the words of Dr. R.G.H. Siu:

> "Despite its aspirations for truth, science is not organized around it. It (science) is organized around concepts. Its approach is not necessarily the path to reality but necessarily the path to utility. The utility of a concept lies in its verification...
>
> Scientific effort and research can be broadly divided into two orientations: the development of concepts and the verification of concepts, while the unity of science lies in their fusion.
>
> By and large scientists polarize toward one of the two attitudes. Those who seek new concepts are in the minority. By far, the majority busy themselves with the verification of concepts. (1979, p. 23)."

If we are indeed interested in developing a science on NLP the unity of that effort will be in the continued creation, successive definition and verification of the concepts. I believe there is enough work for the majority of us to stay busy through time.

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A Publication of the National Association for Neuro-Linguistic Programming (NANLP)