The NLP Connection

Volume IX, No. 1-- The Journal of the International Association of Neruo-Linguistic Programming, Inc.

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NLP Under Siege?

NLP has been around for nearly twenty years now, and there are people all over the world using NLP. This association has played a part in helping expand the field of NLP and more importantly the members of this association, and in particular those who conduct trainings in NLP have done a great deal to bring NLP to people.

In recent months there has been an increasing presence of some people in the field making claims that what they do is the "real and official" NLP and that what others do is both unauthorized and bogus. One piece of literature stated that anyone who was not "authorized" and was conducting trainings had only learned things from reading, "...a book" and that they were no more competent or qualified to lead a training than someone who read a magazine article on dentistry is qualified to do oral surgery. (Their metaphor)

Many people have contributed to the field of NLP. There is no one person who could legitimately make a claim to being the source of all the material which is now encompassed under NLP, and yet some are trying to do just that. It is true that NLP's roots are in the contributions of John Grinder and the material he brought from the field of linguistics, and from the people who Grinder and Bandler modeled, like Virginia Satir and Fitz Perls. And where would the field of NLP be if Grinder and Bandler had never had the opportunity to be exposed to and to model Milton Erickson, a true genius. Can anyone really measure the influence that Gregory Bateson had on NLP? Also there were others. One in particular who, it seems, is mentioned far too infrequently and whose contributions have continued beyond the formative years. A person to whom NLP is surely deeply indebted, and that person is, of course, Leslie Cameron Bandler Lebeau. What of people like David Gordon, Robert Dilts, and others who came later such as Roger Bailey with his work on metaprograms. Could any sane person believe that they and they alone were the sole source of NLP? Are we to believe that all the advances in the field come from only one source? Are we to be "true believers" and mindless disciples? Surely not.

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Send in your articles, your thoughts, your letters, your comments. The NLP CONNECTION is your connection to NLP. Connect and contribute to the world wide network of NLPers.

THANK YOU, THANK YOU THANK YOU, THANK YOU, THANK YOU

IANLP would like to thank each of the people who submitted an article to the NLP CONNECTION. Unfortunately, our directions were not as clear as they needed to be because some of you sent in an article on a disk and the file was not in ASCII, and because of that it was not published this time. Please remember when you submit your next article, send it in ASCII format, this may also be referred to as text, printed text, or DOS text. These files are unformatted, meaning they have no bold, italics, special fonts, etc. In addition to the disk (3 1/2" or 5 1/4"), also send a printed (paper) copy, so there is a guide as to how to format the text once it is in the Desk Top Publishing software.

GOD BLESS YOU GOD BLESS YOU GOD BLESS YOU

God bless each of you who submitted an article and sent it in the format asked for, i.e. IBM 3 1/2" diskette in ASCII format. You are the heart and soul of this issue. Thank you very very much.

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Perhaps it is these various actions by some to limit the many, that has caused this association to remember its vision. A vision which began with the founding of the National Association of Neuro-Linguistic Programming, Inc. back in 1983. A vision which was expanded and strengthened over the years by the leadership of the associatiton who sought to bring this association to a position of being a powerful vehicle to expand the awareness and use of NLP.

The vision was to provide an open forum for the exchange of ideas and research on NLP, to provide an opportunity to further enhance ones training and skills, and to provide the necessary guidance to ensure professionalism in the field. It is now time for this association to fulfill this vision. To do this the association is taking the following actions:

1. The name of the association is being changed from the North American Association of NLP, Inc. (NAANLP) back to the International Association of NLP, Inc. (IANLP). There are many reasons for this. First, the name more accurately reflects the scope and vision of the organization, second, when the association was the International Association of NLP, a symbol used to denote trainings which meet IANLP guidelines was service marked. This was very very costly. When in 1993 the name was changed to the North American Association of NLP, the IANLP seal was no longer usable, so that all of the time and money spent to create the seal was lost, but by again becoming IANLP, the seal can again be used. Third, there were numerous members who relayed their feelings that the change of the name away from International and backwards to North American showed a lack of focus, which then led to a decrease in credibility for the association. Fourth, the portion of the membership which is from outside of the United States and Canada is growing more rapidly.

2. To reinstate the approval procedures by which a training center can be allowed to use the "IANLP approved training seal". (If you are currently running a training center, and you would like to use the IANLP seal on your brochures or in your advertising, please contact the IANLP office.)

3. To change the focus of the association's journal, the NLP Connection. To move it towards an open forum for the exchange of ideas on and about NLP. If you have ever thought of writing an article on NLP, please do so now and send it to IANLP.

4. To expand the public presence of the association and thus to expand the public awareness of NLP.

IANLP is now in a state of transformation, as it moves to fulfill its destiny. It has been in a state of rest, and is now ready to arise. To help IANLP fulfill its destiny, there are several things which you as members might do. The first, if you still haven't yet, is to renew your membership. The second is to submit an article to the NLP Connection. The third is to submit a proposal to be a speaker at the upcoming 1996 annual IANLP conference, and fourth, is to encourage others to join IANLP, because the more people who are members of IANLP the more IANLP can do for you, the members.

René Pfalzgraf
Treasurer of IANLP Inc.

NLP 20 YEARS FROM NOW?

Credible and Respected/A Quagmire/Lost within Other Disciplines

by Anné Linden

It's been approximately 20 years since John and Richard created NLP. What will NLP look like 20 years from now? Not NLP as practiced by individuals, but NLP the field.

I'm sure there will be more new techniques, some creative variations on the basics and perhaps some completely new directions. All these possibilities are very exciting and although I'm interested in these, I'm most concerned about where the field of NLP will be. How will it define itself? What meaning will NLP have as a discipline? What credibility will it have within the larger frame of the world of psychology and human communication? How will people outside the field perceive it?

NLP is an attitude, a state of mind that asks "How is it possible?" and seeks to answer this question by determining how our minds work - the logical sequence of perceptual and cognitive patterns that lead to a predictable result. It is also a set of tools that can help people communicate better with each other and themselves. When we have better, more satisfying relationships, we are more positive and productive and the world is a better place.

As a field, what image do we want to project: improving relationships and the world, or discord, negative competition and hype ? Those of us who use NLP as the principle attitude and set of tools in our professional lives are an endangered species.

We are at risk because our NLP family of origin has given us both a great and magical gift and an on-going curse. Children inherit from their parents certain strengths and weaknesses. As our NLP parents, John and Richard gave us the magic of NLP - an extraordinary way of using our minds and experiencing its possibilities. They also gave us an attitude of threats, selfishness, discord, control at any cost, one-upmanship, hostility, fear, greed and just plain meanness. We ignore this inheritance at our peril. It has already torn apart organizations, relationships and destroyed any seeds of unity and mutual support that tried to blossom from time to time. We have to make a conscious effort to overcome this legacy and destructive environment. Is it possible to support and respect each other while

Future Continued on page 8

STRATEGIES

By Wyatt Woodsmall

In all of NLP there is probably no area which has created more confusion than the area of strategies. People went into NLP because they didn't like mathematics and science to start with. The minute that they see an equation, it fires off all of their negative school anchors. Also, strategies seem too complicated and confusing. Many a beginning NLP Practitioner and even Master Practitioners have thrown up their hands in despair over ever being able to understand strategies. This article aims to remove these confusions. The reason that strategies often appear confusing is that key pieces are often left out of the explanation, and the examples used are usually special oversimplified cases which lead to false assumptions when generalized.

Let us begin with the basics. A strategy is a sequence of representations that lead to a specific outcome. Human experience is an endless series of representational assesses. To make sense out of this endless sequence it is useful to chunk it in terms of outcomes. How one does this is to some extent arbitrary.

In other words, human experience is a continuous process of responding to our external and internal environments. We are continually taking in data through our primary senses of sight, hearing, touch, taste and smell. We also receive data from our memories of the past and our creative constructive faculties. We see mental images inside of our head from our past or we construct images that we have never seen before. Also we remember sounds, and we may even construct sounds. We also may remember sensations, emotions, tastes and smells from our past or else we may construct new ones. In any case what we call "human experience" is a constant dance of these internal and external representations in a never ending sequence. Some of this process enters into our conscious awareness and much of it is unconscious.

If someone were to accompany us everywhere that we went for a day to record what representations we were experiencing in sequence, then they would have an incredibly long list or sequence made up of a small number of building blocks. The representational systems are the building blocks of our experience. It is the order in which we experience these building blocks that is important. If

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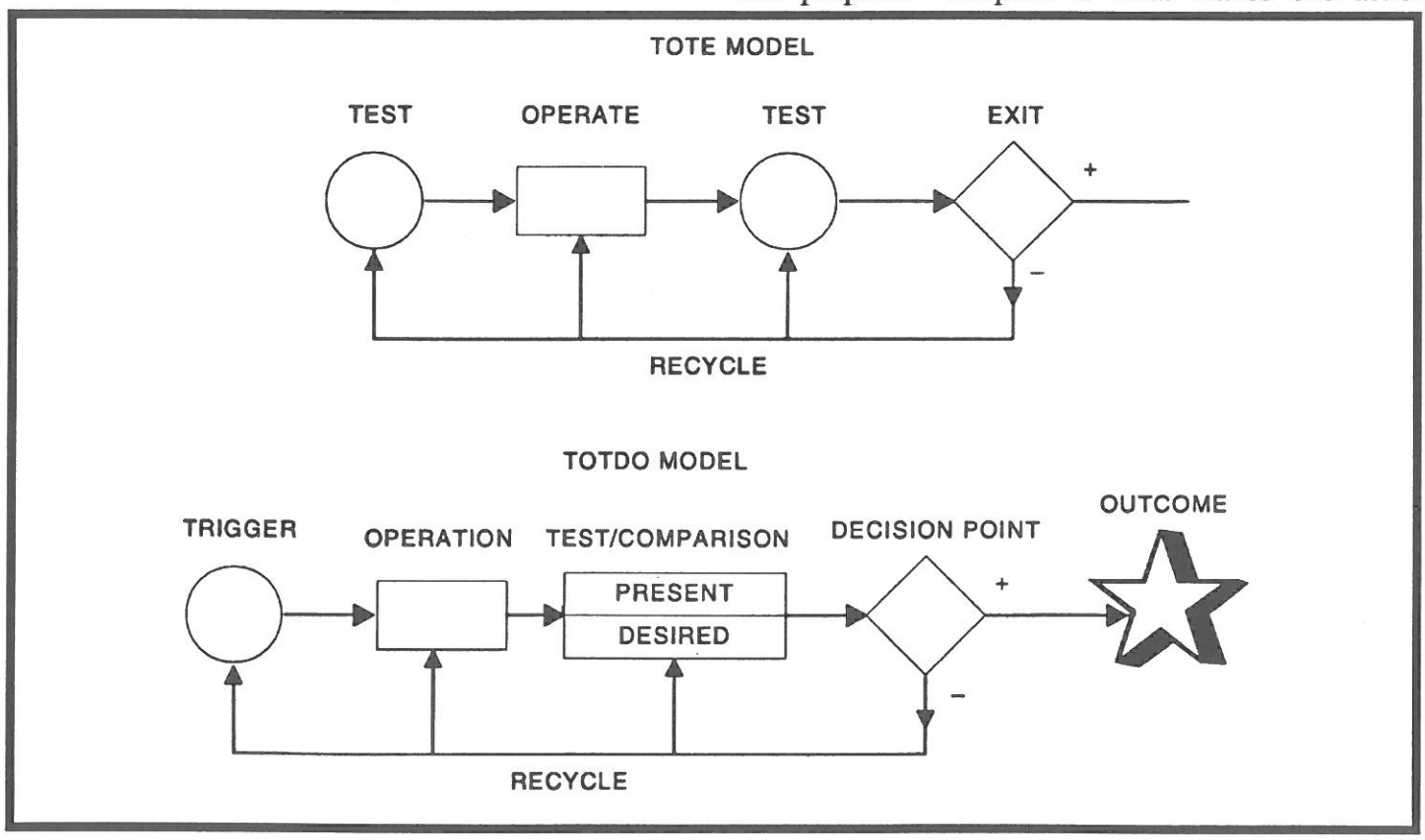
this person who was following us around also made note of what we were doing at the time and what context we were in, then they would find that certain sequences began to repeat themselves in certain contexts when we were doing the same thing again. The important notion is that our experience is not random. There are patterns in the way that we experience the world.

Patterns are incredibly important. When they are consistent they are called "laws" and form the backbone of our understanding of the world. Patterns are also important, because they allow us to explain and predict. Strategies are the patterns in the way that we experience the world. They allow us to predict how someone will react in a given circumstance, and after the fact, they allow us to understand or explain why someone did what they did.

A key idea underlying strategies is that our behavior is purposive. We do not do everything arbitrarily and capriciously. We do things for a purpose. We are goal or outcome oriented. We do things for reasons. The key to understanding a strategy is to understand the purpose involved. Remember that a strategy is by definition "a sequence of representations that leads to a specific outcome." To make sense of the world in general, and of human behavior in particular, we have to have some way of breaking it down into manageable components. We do this in terms of outcomes. Strategies are a way of analyzing or punctuating the world in terms of outcomes. Every outcome is either accomplished or not accomplished by a strategy.

This is why strategies are so important. They form the basis of all human accomplishment or achievement. NLP is an achievement oriented technology. It is based on four simple rules. These are: 1) Know your outcome. 2) Have sufficient sensory acuity to tell whether your behavior is leading you toward or away from your outcome. 3) Have sufficient flexibility of behavior to vary your behavior (i.e., strategy) until you get the response that you want. 4) Take action now! Both NLP and strategies start with outcomes and they both achieve these outcomes by varying the process until they achieve the result. Strategies are the particular forms of flexibility of behavior that allows us to achieve results.

As we said, life is a process of an endless sequence of representational accesses. This sequence only becomes important when we connect it to what is going on in our environment. When our behavior is suited to our environment, then we are successful in life. The connection between our endless sequence of representations and our environment is what we call purpose. Purpose is what makes one action



different from another action. Success, achievement and accomplishment are determined by purpose. Strategies determine whether we achieve our purpose or not. We punctuate the endless series of representations in terms of outcomes or purposes.

The key to understanding a strategy is to understand what the strategy does or what its purpose is. This is how we tell one strategy from another. This is how we tell strategies apart. Different strategies have different purposes or do different things. For instance, there are decision strategies, and selling and buying strategies, and learning strategies, and loving strategies and strategies for every kind of human accomplishment. Every human action is the result of a strategy. To understand the strategy we have to understand what it results in.

This may all seem evident, but the basis of strategies in NLP (which is the TOTE model) leaves this out. Also it uses language from control theory. This is why people get confused. A strategy has five key elements and not just four as in the TOTE model. The TOTE model leaves out the most critical piece. This is why the TOTDO Model makes more sense. Also it uses language that is more user friendly. But we are getting ahead of ourselves. Let us back up a little and begin with the TOTE model.

The word TOTE stands for test - operate - test - exit. It was first formulated in the book Plans and the Structure of Behavior which was published in 1960 by George Miller, Eugene Galanter and Karl H. Pribham.

What the TOTE Model leaves out is the outcome. In the TOTE Model the arrow just goes off to the right, but we don't know to what. In the TOTDO Model it goes to the outcome and stops there as a completed unit.

The five components of the TOTDO Model are as follows.

The first T is a cue or trigger that begins the strategy or sequence of representations that leads to a specified outcome. It also establishes the criteria "fed forward" and used as a standard of comparison for the test. The criteria is a value. The criteria will be something to achieve or avoid. The initial trigger may or may not be important in the strategy. It may be some external event or it may be an inner experience.

The operation accesses data by remembering, creating, or gathering the information required by the strategy from the internal or external world. In this phase of the strategy various alternatives may be generated and represented for evaluation.

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The test is a comparison of some aspect of the accessed data with the standard of comparison criteria fed forward initially. In essence it compares some aspect of a present state with the desired state. The two things compared must be represented in the same representational system.

The decision point or choice point or exit is a representation of the result of the test. If there is a match, then the strategy exits. If there is not a match, then the strategy recycles in one or more of four ways. These are: 1) adjusting the criteria or chunking laterally or reorienting, 2) refining or further specifying the outcome, 3) accessing other alternatives or more data, and 4) changing the outcome or redirecting the strategy.

The outcome is the result of the strategy. By definition a strategy is a sequence of representations that leads to a certain outcome. What the outcome is determines what kind of strategy it is.

Wyatt Woodsmall, Ph.D. is a former president of IANLP, and can be contacted at Advanced Behavioral Modeling 703-757-7945.

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disagreeing? In the larger community of NLP whenever people disagree they seem to have to put each other down, make the other person wrong and less than themselves. Why? How come people are so insecure that they can't tolerate difference? This is our parental inheritance. Listen to the threats and violent metaphors of Richard and the nasty and superficial slickness of John and can you wonder why most people in the NLP community hate each other?

Then there's the issue of money. Some people have put money at the top of their criteria ladder and that alone determines what they do and say. Forget about quality work or kindness. Whose example taught us that?

Perhaps we should look to our true ancestors - those whose principles laid down the real foundation of NLP: Milton Erickson and Gregory Bateson. Our extraordinary presuppositions come directly from these two geniuses. Let us take the opportunity of the re-birth of IANLP to recreate the field of NLP. How about the Desired State of: 1) Credibility and Respect (among ourselves and from outside the field), 2) Concept of Plenty (as opposed to scarcity), 3) Cooperation rather than Negative Competition. This will not be easy; it's going to take conscious work and discipline to transform our larger community. It means a change in our attitude and behavior. IANLP could provide the space for this change.

I was invited to write an article about where I thought NLP as a field was going and the future of IANLP. Personally, I would like to see in IANLP an emphasis on the professional aspects of NLP with networking secondary. A non-profit, professional organization that maintains quality and consistency (not sameness) in training and certification will establish credibility. If we are to be a respected and evolving field in 20 years we want to present ourselves to each other and the world with some congruency and coherence.

Do we not owe it to our students that certification means knowledge and expertise in certain subjects? This can be flexible, but without standards we are just a bunch of camps fighting each other for a small piece of the market. Together we could exponentially expand that market. There doesn't have to be scarcity. An important part of credibility as a field is the existence of a code of ethics to guide our behavior. Standards and ethics are simply the adult, responsible way to organize and shape a professional discipline. We're too old to be rebellious adolescents. It's time to grow up and take responsibility for ourselves!

In 1983, I helped to found the first and only non-profit and professional organization in NLP - The National Association of NLP (NANLP). After a couple of years of helping to run this growing and successful organization I went back to raising my children, living my life, teaching and running my Institute. The organization became IANLP, grew and prospered, but there was always this worm eating at its heart- our inheritance of fear and greed and selfishness. Finally this worm wound itself around the heart of the association and almost broke it.

IANLP is being resurrected. I hope it will help shape the positive future of NLP. If this is to happen it depends upon you, all of us who know and appreciate the potential of NLP and the positive difference it can make in people's lives. I believe this organization merits our support. It brought credibility and respect to the national and international image of NLP.

Now is the time to use our skills to overcome the curse of our parents and use the magic they gave us to re-create this organization as a safe environment in which we can acknowledge, appreciate, disagree and communicate with each other. Wouldn't it be a wondrous thing, if in 20 years we can look at the field of NLP with pride and satisfaction?

Anné Linden is the founder and director of the New York Training Institute for NLP and the NLP Center for Psychotherapy, an NLP Trainer since 1980, co-author of The Enneagram and NLP and a member of the Advisory Board of IANLP.

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A Synergistic Approach to Change

by Brian Greene, Ph.D.

Over the past 20 years, there has been such a tremendous proliferation in self-help/improvement therapies and disciplines that, when deciding to make positive changes in one's life, the selection can be potentially overwhelming. While this presents a challenge, it is, as a friend likes to say, "the kind of problem I like to have". And while I agree with the sentiment, it would be nice to have some sort of system or strategy that would allow one to make sensible choices that would lead to the desired results as expediently as possible.

In the following pages, I will lay out the following: 1) three major areas in which one may pursue a more vital life; 2) how to conceptualize each of these areas in terms of the outcomes that can be achieved: 3) examples of some of the modalities that apply to each of these areas; 4) some strategies involving NLP and Applied Kinesiology that can be used to determine which modalities are most appropriate to an individual at a given time and 5) some thoughts on other ways in which a person can tell if their particular combination of modalities is working to their benefit.

For the purpose of simplification, I will restrict my discussion to three main areas of self-improvement -- cellular, structural, mental. While the nature of written communication is linear and sequential, keep in mind that the areas being discussed are overlapping and interdependent.

[Cellular- At this basic level, the principal goals are for each cell to be able to remain clean and healthy and for groups of cells (i.e. liver cells, killer T-cells, etc.) to be able to work effectively as a unit. There is evidence that the body has an electromagnetic field which can be influenced, positively or negatively by external sources. Biomagnetic therapy has been well-accepted in Japan for many years. In fact, 2 out of 3 hospital beds in Japan have magnetic mattress pads designed to reduce bedsores through an increase in circulation and oxygenation.

Nutrition is another significant way of influencing the cells, and therefore by extension, the person. Water, vitamins and minerals (including trace minerals) affect the ability of cells to act as semiconductors. Just as a car battery that has no water in its cells cannot conduct electricity, a body that is devoid of

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the necessary building blocks cannot effectively provide an environment conducive to an energetic, vibrant life.

These are just a couple of the modalities that effect the cellular level, but regardless of the modality, the objective is to have a body that is comprised of cells that are heavily oxygenated, that processes waste efficiently, and can therefore be responsive to the desires and needs of the more complex systems discussed below. When this is the case, clarity and alignment have been achieved.

Structural- I use this term to designate those relationships between bodily structures that have established optimal parameters. For example, a person's structure is served best by shoulders that, when standing, are as close to parallel to the ground as possible. Someone with a right shoulder two inches higher than her left, has an asymmetry that can ultimately have negative repercussions in far distant areas of the body (knee joints, lumbar vertebrae, etc.). So, the goal of structural integration is to re-establish, to whatever degree possible the natural symmetries of the body. There are many. I won't go into detail, for many disparate disciplines have carefully mapped out these ideal relationships. Chiropractors re-establish the appropriate relationships along the spine. "Rolfers," practitioners who use "a system of physical manipulations that aims to align and integrate the body so that it might function more fully," do this by helping to adjust the muscle fascia that have migrated to less than optimal locations. The Alexander technique and Feldenkrais method also provide ingenious ways of integrating the movements of one are of the body with another. When symmetry and integration have been achieved, the body functions in a very smooth, almost effortless manner and can accomplish tasks that a more asymmetrical, unintegrated body cannot.

Mental- While countless schools of thought offer competing methods of achieving mental health, I will address the issue from an NLP perspective because NLP promises one the best chance of achieving a specific desired state, "High Performance Living". Many psychological schools are so problem-oriented that they never even establish goals or criteria for success (e.g. psychoanalysis). One of NLP's greatest strengths is the fact that one explicitly decides what she wants and how she will know when she has it.

All NLP techniques can be separated into one of two categories, those that promote congruence and those

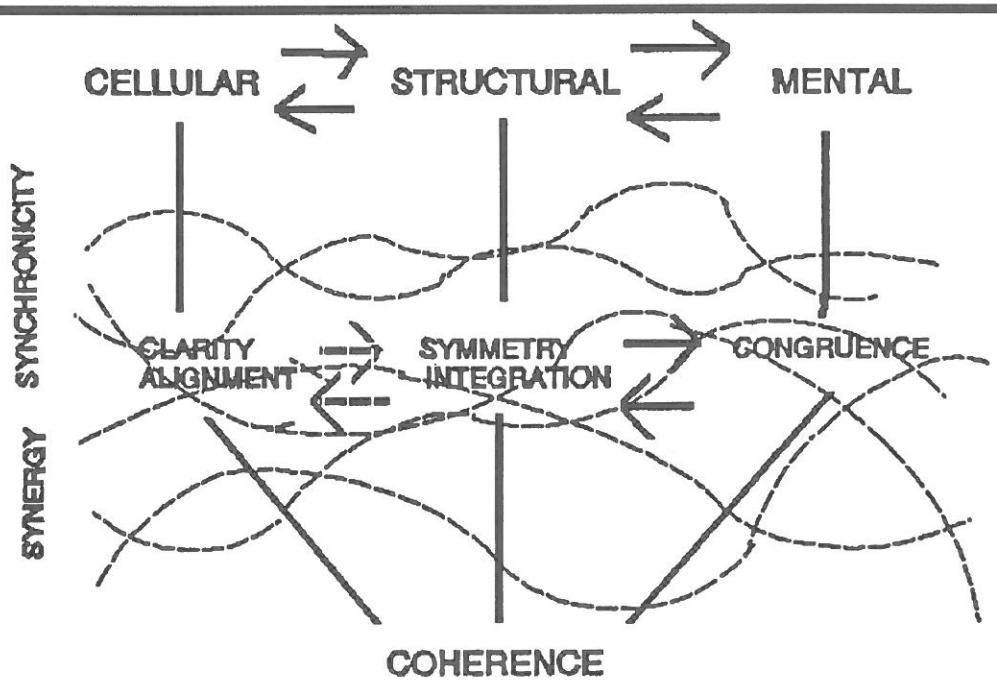


FIGURE # 1,
The arrows pointing in both directions show that each level can and does effect the other levels. The wavy lines emanating from Synergy and Synchronicity show that these phenomena can show up at any point.

that create a particular state of mind. Generally, it is wise to draw liberally from category one before making much use of category two. This philosophy holds true at the lower levels as well. For instance, it is wise to ensure that your legs are of equal length before embarking on a long-distance running program.

That being the case, the path to peak performance living in the mental real involves doing things that promote greater and greater levels of congruence (squashes, anchor collapses, etc.). This is true to such an extent that if one is 'coherent' to a significant degree, one will rarely need to even make use of category two techniques.

Once one has a template for understanding the relationships within and between the various levels, the questions then become, "Where do I start?" and "How can NLP help me?" The answer to the first question is, "It depends". The factors on which it depends are these:
(1) Does there seem to be a difficulty in your life that relates more directly to one of these areas (bad diet, back pain, lack of willpower)? If so, you may want to begin with a discipline at that level.
(2) Do you care more about pragmatic results or knowledge of modality efficacy? Is it more important to know with certainty which treatment worked and how well, or is it only important that you can verify that your life is improving? If its the former, you'll need to take a more sequential approach. As in a scientific study, the goal here is to vary only one factor while keeping everything else as much the same as possible. You might try a bottom-up approach, attempting a change at the cellular level through diet, for instance, and not adding any other modalities until the desired effect is produced or you're convinced it is never going to be produced.

If you care more about just getting results regardless of how, a multi-modality approach may be the way to go. An added benefit of this approach is the possibility of synergy. For example, let's say you're a basketball player and you tend to miss free throws late in the game (you shoot 50% in the 4th quarter). You may increase to 60% if you were only to practice techniques like the New Behavior Generator. You might also improve to 60% with a dietary change that improves your cells ability to oxygenate your muscles at later stages of a game. But if you do both simultaneously you might achieve a synergistic effect and begin shooting 85% in the 4th quarter. The more levels that you include, the greater the possibility of a synergistic effect.

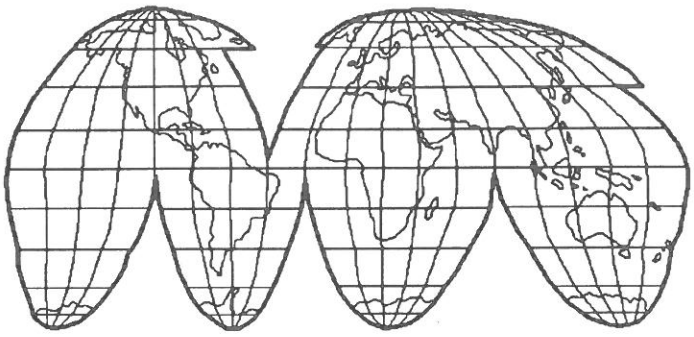
Nevertheless, most people won't start out making changes on all levels simultaneously, so there needs to be a strategy for deciding what to try first. In science, the term "robust" refers to an effect that is strong enough to be apparent even in a situation where many other factors are varying (e.g. the robustness of an ambulance siren is great even on a street with many cars honking, changing lanes and people crossing the street). So you need a way of determining "which single change will have the greatest positive impact on my life?" There are a number of methods that you can use to derive an answer. A friend can calibrate you as you future pace yourself while imagining each of possibilities. Or, you can pay attention to your own submodality shifts as you imagine yourself trying each option in your mind. If you know someone who does Applied Kinesiology, you can ask them to use muscle testing to help get a response from your unconscious mind as to, "Which would be the most beneficial at this time?"

Two other points deserve mentioning. The first is gentle self-discipline. Obviously each of these changes will require it. You are building a foundation for excellence. A pianist must spend a lot of time learning scales before he can improvise. Ultimately though, discipline leads to freedom. The athletes who have the most sound fundamentals are generally the ones with the most flexibility at their disposal. Every ounce of self-discipline invested in aligning and integrating will be worth a pound of creative freedom sometime down the road.

The other point has to do with synchronicities and spirituality. Two of the by-products that seem to come from increased "coherence" are synergy (as discussed above) and synchronicity (meaningful coincidences). Conversely, if you notice synergy and synchronicities increasing in your life, it is a pretty safe bet that you are becoming more coherent. Now coherence is a fine thing in and of itself, but it too can be seen as an indicator of something greater. This article is not about spirituality per se, but just as a tuned guitar string will begin to vibrate in the presence of a tuning fork of the same note, I believe that as a human becomes more coherent, she becomes the equivalent of a guitar string in the presence of a divine tuning fork, bringing clearer reception of the ultimate station - elation.

Brian Greene, Ph.D. is a certified Master Practitioner of NLP, and he received his doctorate in sports psychology from Columbia University.

Reaching out to the World



IANLP's 12th Annual International Conference April 26-28, 1996

Plans have already begun going forward to make the 1996 conference a success. In order for this conference to succeed, IANLP needs your help, and there are several ways in which you can help.

The first way is for you to be willing to speak at the conference, because, after all the reason people come to the conference is to enrich and expand their experience and knowledge of NLP, and they do this because of the generosity of the speakers. If you have a new twist on something, if you have an effective way of doing something, if you have done research, if you want to share your contributions to NLP to the world in general, then IANLP would like you to be a speaker.

What you need to do is follow the direction on the next page which outlines what kinds of information are needed when you submit your proposals. If you have more than one thing which you would like to present, you are welcome to submit more than one, and if you have a preference as to which one you would prefer presenting on, if only one is selected, let us know that also.

So go ahead and write up a proposal! Why not do it today? Because after all, there are people who want to learn what you know. The deadline is Sept. 1. In order to let all of the speakers know that they have been accepted and to do so promptly will require everyone's cooperation. So write up your proposal today and send it to IANPL as soon as possible. The goal is to have more presentations than ever before, so help IANLP make this a reality.

The purpose of the 1996 conference and IANLP is to create a forum for the exchange of ideas related to NLP. To foster an environment in which NLP can develop beyond its already substantial boundaries, and to create a vehicle through which people can expand their knowledge and mastery of NLP. Your submitting a proposal to speak, is both helping IANLP achieve this goal, and is enriching the lives of all members attending.

And if you would like to do more or if you would like to contribute in another way than speaking, you might let us know if you would be available to help with logistical duties. In the past, IANLP had a management company to help with this, which cost you the members about $5,000 to have two people from the management company do registration and answer questions.

As part of the cost cutting and restructuring of IANLP in the last year, IANLP has decided to move on its path without the management company. To do this IANLP needs some of you to be willing to help out, even if just for an hour or two, so that there will always be someone to answer questions and to help each attendee have a fulfilling and valuable experience at the conference. Your helping in this way will not only be appreciated, but will also make the conference better for everyone involved.

And the third and an extremely important way in which you can help make this conference a huge success, is for you to be there. That's right, it just won't be as wonderful a conference if you aren't there. You will be missed, if you don't come, and after all this conference really is just for you, because if you weren't a member, IANLP would be less rich because of it.

So help the 1996 conference be a success, and after you have made your choice or choices of how you would like to ensure the 1996 conference will be a success, you might let yourself imagine how good it will feel at the completion of the conference as you think to yourself that you are part of the reason for the conference's success, and you might even realize that your decision to help make this conference a success was indeed part of the reason it succeeded. So thank you in advance for your support.

Call for Proposals for
The International Association of NLP, Inc.'s
1996 Annual International Conference
April 26-28, 1996
Deadline for Proposals is Sept. 1, 1995

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All presentation will be two (2) hours in length.

Audience NLP Skill Level____Basic_____Advanced

Section/Interest Areas (Please indicate in order of applicability: 1,2,3,etc.)

___Education___Business___Mental Health___Health

___Modeling___General___Trainers __Research

For your presentation to be considered, please provide the following: (must be typed)

1.) 200 word description of presentation

2.) 35 word description of presentation

3.) 15 word description of presentation

4.) 20 word biography of the presenter

IANLP reserves the right to edit descriptions to meet the needs of conference brochures and on-sight program guides.

Note 1: Because IANLP is a non-profit organization, registration fees will be slightly reduced for presenters, but not waived. Presenters will also be responsible for rental fees of their own audio and visual equipment
.

Note 2: For your proposal to qualify for acceptance, you must be a member in good standing, adhere to requirements 1-4 listed above, be in alignment with IANLP's goals, and understand NLP presuppositions.
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NLPoetry

Words are cheap.
(These cost me nothing.)
As medium, they don't need weight, size, or shape.
It doesn't take a brush to paint, push, or spread them;
Or a knife to sculpt or carve them.

Hear (the sound of) them.
See them (in print).
Choose them.
Mean them.
(Or don't use them.)

Thoughts are the art-product of words
Created by the manipulations of the mind.

Beliefs are the instruments on which the sound of words are played.
Feelings, the music.

Your Life is the artwork of the doing of your thoughts.
LIVE THEM.

Gary McEnery 3-2-95

HUMAN SOFTWARE FOR SALES

Marvin Sadovsky, Ph.D.

Imagine the year is 2025 and you are working as a sales professional. Your future depends on your ability to sell. If only you could close everyone you meet with. Your present closure rate is the national average (one out of six) yet, those other five people are buying from someone. Why not you? While pondering this universal question you notice an ad in the monthly Airline Magazine: *FREE INSTALLATION OF THE NEW HUMAN SOFTWARE FOR SALES . THIS ORGANIC CHIP CAN BE PLACED IN THE BRAIN WITH A SIMPLE PROCEDURE (NO PAIN) AND WILL CREATE A WAY FOR YOU TO TOTALLY ALIGN WITH SALES PROSPECTS TO INSURE MORE CLOSURES AND A GREATER CAREER GROWTH. A NECESSITY FOR PEOPLE IN THE SELLING PROFESSION. FOR MORE INFORMATION CALL 1-800-950-6131.*

This is not the year 2025 and no such CHIP exists yet. There is good news however, HUMAN SOFTWARE FOR SALES is a reality. An 18 year old technology called Neurolinguistic Programming (NLP) is now becoming a resource for many sales and leadership professionals. Until recently, NLP was focused within the therapeutic/counseling disciplines. NLP is a science which creates a foundation for understanding how the human communication process actually works.

You may be interested to know that over 90% of the communication process is unconscious to most people. By knowing how to speak the unconscious language, we are then able to: **1. Establish rapport quickly; 2. Recognize the Comfort Zones which create the foundation for individual buying strategies; and 3. Adjust our own human software communication strategies to align with other people's unconscious strategies.**

People make buying decisions based upon, (1) unconscious processes (how they feel about the person), and (2) their own unconscious internal strategies. The feelings are then supported with conscious facts. If the prospect has a feeling of trust and the buying strategies are satisfied, a sale is made. Another important fact is that 80% of the people that actually agree to an appointment or walk in off the street have already made an unconscious decision to buy. If you knew how to recognize the unconscious language and unconscious processes, your chances of getting the person back to the buying decision would be greatly enhanced. *Can you imagine closing 80% of your prospects instead of the national average, one out of six?*

ESTABLISHING RAPPORT

There are three general modalities used during communication: **Words, Tonality** and **Physiology**. The unconscious mind is influenced by Physiology first, then Tonality and finally by Words. A research study conducted in England in the late 1970's concluded that out of 100% influencing potential, **Physiology** is 55%, **Tonality** is 38% and **Words** are 7%.

We have always been taught how important Words are and yet the studies conducted over the years indicate that process is more important than content. It is less important what you say and more important how you say it and how you deliver the message. The way you shake hands, your tone of voice, the speed of your walk, the rhythm and volume of your voice and numerous other behaviors send a message within the first few seconds of an initial conversation. That message is either in alignment with the unconscious processes of your prospect or not. If not, save your sales presentation because your prospect will not trust you until you have satisfied and aligned with their unconscious behavior.

Step # 1- You must Match or Mirror your prospect's Physiology and/or Tonality. Matching and Mirroring is not mimicking. To Match or Mirror all that is needed is a slight movement that is similar to your prospect. If your prospect talks fast and has his arms crossed at his chest, you speak with a similar speed and cross your arms or hands. The unconscious mind notices similarities and begins sending signals of trust. If you are on the telephone, tonality becomes 83% of the rapport building process.

Step # 2 - Match and Mirror *at least three times*. The unconscious mind will assume that the fourth activity will be the truth and the foundation of Rapport is established.
It is recommended that you Match and Mirror for as long as you can before starting any kind of sales presentation. Normally, the foundaton of rapport will be established within thirty seconds to one minute.

EXAMPLE:

Your prospect sits down and crosses his legs while speaking softly and slowly. You cross your legs and shift your tonality to soft and slow. Your prospect

moves forward in the chair, you lean forward. Now you have Matched or Mirrored three times. It is time to start your sales presentation and notice what happens.

Step # 3 - Rapport is the beginning of a relationship so pay attention to your prospect and if you notice that you are losing rapport, just start Matching and Mirroring again until you notice a shift in your prospect. Rapport is a process and it is important to monitor how the relationship is working on a continuos basis.

In the past you may have noticed that you had a feeling when rapport with a prospect was decreasing and you didnt know how to save the situation. When you get that feeling, start **Matching** and **Mirroring physiology and tonality.**

SUMMARY

- Building Rapport is a process of *unconscious alignment.*
- The foundation of rapport is established by *Matching or Mirroring.*
- The priorities of Rapport building are **Physiology** (55%); **Tonality** (38%); **Words** (7%).
- 80% of your prospects have already made an unconscious buying decision. Before a prospect will say yes, he must feel a level of trust/rapport.

COMFORT ZONES FOR BUYING STRATEGIES

The way in which we recognize and store our experiences are based within 5 representational systems or Comfort Zones.

1. Visual - What we see or visualize.
2. Auditory - What we hear.
3. Kinesthetic - What we feel by touch or emotionally.
4. Olfactory - What we smell.
5. Gustatory - What we taste.

Most people have a dominant Comfort Zone by which their perceptions and experiences are gathered and stored. Some people may even have two dominant Comfort Zones in which they operate most of the time. We utilize all the Comfort Zones yet our dominant Comfort Zone is the way we experience most of life. If we are talking with a prospect whose dominant Comfort Zone is Visual and ours is Auditory, we will not be communicating within our prospect's "software" for recognition. We will break Rapport and our prospect will delete a large percentage of what is said. Words are now very important in order to maintain Rapport, therefore speak in the language which the prospect understands and is more comfortable (Comfort Zone).

EXAMPLE:

Visual: "Good morning, Mr. Salesperson. We **read** your ad and would like to **look** at what you have available."

Auditory: "Good morning, Mr. Salesperson. We have **heard** that you provide good service and would like to **hear** about what you have available."

Kinesthetic: "Good morning, Mr. Salesperson. We are here to **get a handle on** your services and would like you to **walk us through** the process so that we can **get a feel for** what you have available."

The majority of people are dominant in either the Visual, Auditory or Kinesthetic Comfort Zones. Occasionally you may be working with a person whose language will identify Gustatory or Olfactory. "That **smells** like a bad deal to me." or "That leaves a **bad taste in my mouth.**" Are you getting a sense of how to identify the Comfort Zones?

So, what do you do when you **notice** (Visual) a prospect **expressing** (Auditory) himself in a certain Comfort Zone?

STEP # 1 - Listen for the action words and **notice** (Visual) which words are used more often.

STEP # 2 - Adopt the words of your prospect and begin to use more of the Visual; Auditory; Kinesthetic; Olfactory or Gustatory words in your presentation.

EXAMPLE:

Visual: "Good morning, Mr. Prospect. I am glad to **see** that you are **looking** for superior services."

Auditory: "Good morning, Mr. Prospect. I am glad to **hear** that you want to **talk** about our services.

Kinesthetic: "Good morning, Mr. Prospect. I am glad to **give you a sense** of our services and **help you get more involved** with our **process.**"

SUMMARY

How do you recognize your prospect's "Human Software" so that you can *Sell Your Prospect The Way They Like To Buy?*

- Establish Rapport within the unconscious behavior of your prospect using the process of Matching or Mirroring;
  1. Physiology (55%)
  2. Tonality (38%) (* Tonality (83%) when on the phone
  3. Words (7%).
- Align with your prospect's dominant Comfort Zone;
  1. Visual
  2. Auditory
  3. Kinesthetic
  4. Olfactory
  5. Gustatory.

Now, as you begin to practice and have fun becoming more comfortable with these resources, you may be surprised that you have installed the foundation for HUMAN SOFTWARE FOR SALES.

Marvin C. Sadovsky, Ph.D., President of Sadovsky International, Inc., is a former Board member and former acting president of IANLP, and is presently a member of IANLP's Advisory Board. You may contact him at: Sadovsky International, Inc., 4131 N. Central Expwy., Ste. 600 Dallas, TX 75204 or call (214) 443-2660.

Write an Article Today
for the NLP Connection
Submission date for next issue
Sept. 1, 1995
see page 2 for details

WHAT'S SO IMPORTANT ABOUT AN "A"?

by: Patrick K. Porter, Ph.D
(Copyright 1994, Awaken the Genius Project)

As Michael strode across the dew-soaked campus that first day of his second year at college, he was completely unaware of the early fall nip in the air. He drew a breath deep into his belly, trying to calm the butterflies fluttering there. This day was a big one in Michael's life. You see, he had raised his expectancy to new heights and had set some positive, albeit dramatic goals.

After a cumulative twenty-year battle with schools and teachers, Michael was determined to prove them wrong. After all, he had overcome alcoholism, improved his self-esteem and was raising nine children. At times he would even allow himself to feel successful as a father--perhaps he could make a difference in these nine young lives. At least he was now prepared to set the best example for them.

Michael entered the first class of the day. This was where he would spend a good portion of the next thirteen weeks and exhilaration flowed through him as he dreamed of the possibilities. He lowered himself into the front, center seat and opened his notebook to the first page. He began writing his highest, most valued intentions, "I am successful. I am positive. I can learn." He paused for a moment and then, with determination wrote, "I will get an A!"

His hand stopped as he gazed thoughtfully at the large bold "A" that had just been formed from his thoughts. He had never been able to commit to anyone before--and especially not to himself. Today he felt ready to meet that commitment. Michael's thoughts halted as the professor entered and crossed the room in three bold strides. The instructor's eyes gleamed as if he were a ravenous lion and his pupils a brood of condemned Christians. He peered from face to apprehensive face, savoring his moment of triumph. Finally he spoke sharply, "No one," he announced proudly, "I repeat . . . no one . . . ever gets an A in my class.

The professor then proceeded to strut like a proud peacock in front of the class, his eyes now shining like radiant jewels. He had gotten just the reaction he

expected. A hush fell over the group. The students glanced at each other, disappointment reflected in their eyes. They knew this would be one tough semester.

The professor's words rang in Michael's ears.

He felt jolted, as if his death sentence had just been pronounced. Moments ago he had made the most powerful choice of his life. He had set his sights on that lofty A, and now this guy was saying that no matter what he did, no matter how hard he worked, it wasn't possible. Without a thought of the consequences, Michael's hand shot up. The instructor's eyes shifted, reflecting his surprise. Clearly, he had not expected any questions. "Yes?" he asked, voice reflecting his agitation.

Michael swallowed hard. "Does that mean you are not capable of teaching an A?" he asked, his eyes steady.

The room was totally silent. The professor, now visibly uncomfortable, shifted his weight, licked his thin lips and stared at Michael's earnest face. When there was no response forthcoming, Michael spoke up again. "Because if you are capable of teaching an A, then I am capable of earning one."

How many students would be willing to express their thoughts as Michael had? Probably not many. That same professor later reported that in sixteen years not one student had received an A in his class and no other student had ever been bold enough to call him on it. The experience had changed both their lives.

Michael indeed earned A's in all his classes that semester, and an ego-inflated professor gained a new perspective. This story is a perfect example of how we unwittingly allow other people to place limits upon us. When I first heard my father, "Michael," tell this story, it was like fireworks going off in my head. I was a freshman in high school at the time, and my grades up to that point had ranged from mediocre to dreadful. But at that moment, every Ala-Teen meeting I had ever attended, every self-help book I had ever read, all of the lectures on positive thinking that my Dad had forced me to consume, suddenly made perfect sense. In that moment I became certain that I was much smarter than the grades I had previously been accepting would reflect. I carried my father's experience with me as if it were a secret charm tucked safely in my pocket.

I never had to speak up and ask my teachers whether or not they were capable of teaching an A. I just asked what it would take for me to earn an A. Wow, I could have been getting A's all along! What a concept.

How often do we, as parents, teachers and even caring friends, unwittingly limit those we love by making careless comments and suggestions? What do you think might happen if we each began to look at our human encounters in a new light, as an opportunity to draw out the talents and skills, the inner genius, of those with whom we communicate?

Because it is true, we all have an inner genius just waiting to shine through. We are all far greater, far more capable and talented than our current society has led us to believe. Isn't it time we let our geniuses out to play?

What about your own internal voice? How many times have you allowed limiting thoughts and beliefs to tread upon your genius?

Perhaps you can respond like Michael did, but by questioning that internal teacher, "What will I need to do to get an A+ in Life 101?" When other people attempt to place limitations upon you, and they will, you now have your own secret charm. You will know that we are all geniuses, it is our birthright, and we are all needed and necessary in this universal drama called life.

The preceding article is based on the best-selling book:

Awaken the Genius
--Mind Technology for the 21st Century
by Patrick Porter, Ph.D
ISBN #0-9637611-8-8
PureLight Publishing
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see page 13 for Call for Proposal form

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THE ONE STATED BOLDLY,

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FREEING THEM TO SUPPLY THEIR FICTION.

THE OTHER, MORE TENUOUS, MORE TEASING,

PERHAPS TENDENTIOUS,

GIVES THE FICTION TO THE LISTENER

SO THEY MAY RAISE THEIR OWN FACTS.

THESE MESSAGES, THE LINEAR

AND THE NON

CREATE CROSSES AND CROSSINGS

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Supervision: Turning Practitioners Into Experts

PART 1 of 2

Richard Bolstad

What Makes An Expert?

What makes the difference between a newly trained NLP Practitioner (who apparently knows all the language patterns and change techniques) and an accomplished NLP expert with years of experience?... Obviously, the years of experience.

So why hasn't someone modelled the process of becoming an expert; the 'how' of those years of experience? Well, three University of California researchers have. Stuart Dreyfus and Hubert Dreyfus (1980) studied chess players and airline pilots to identify the specific differences in the strategies, sensory awareness and belief systems of novices and experts. Patricia Benner researched new nursing graduates and experienced nurse clinicians; confirming that the Dreyfus model also explained the differences between them.

In this article, I'll explore their finding in relation to your work as an NLP Practitioner, and frame the process of supervision as an ideal format for using their model to create expertise. Having discussed the model of supervision used in counselling, I'll identify keys to maximizing its effectiveness in this new role.

An expert practitioner (in any field) simply does not approach situations in the same way as a beginner. The Dreyfus-Benner research shows that experts guide their actions in a totally different way. This way cannot be simply 'taught', but its development can be dramatically accelerated by an understanding of how, specifically, it naturally evolves.

The Stages of Excellence

The Dreyfus studies identified 5 distinct stages in the development of an expert. I'll describe these as they relate to one-to-one work as an NLP Practitioner with clients.

1) Novice. (eg. early in an NLP Practitioner course) the novice has no experience with the situations where they'll be using their training. They are taught certain context-free rules to guide what they do (adjust your voice tone to match the client's; identify the submodalities for a belief change by asking this list of questions; when a client is associating into trauma, use the trauma cure; and so on). Left alone in a situation, the novice cannot be expected to succeed because they don't know which of the "rules" are priorities, or when to make an exception to the rule. At this stage it's complex enough just to remember the rules.

2) Advanced Beginner (eg at the end of a successful NLP Practitioner course). The advanced beginner can recognize what the Dreyfus model calls "guidelines" for a situation. These are like rules, except they cannot be stated in black and white. An advanced beginner might say "I began asking about submodalities by checking distance, because she kept saying that the problem was closing in on her" or "He told me the situation was traumatic, but he had a very calm, slow voice and when I explored further it was his last counsellor who had told him that. Actually he just wanted to be more resourceful in those situations, so I decided to use collapse anchors". Guidelines can and are taught at a Practitioner course, but depend on the trainee having at least some experience of "what usually happens" so as to notice when a guideline applies. In a Practitioner course, rules can be given before a practise exercise, guidelines are best explained after.

3) Competent. (eg after some weeks of NLP practical work, and/or after a Master Practitioner course. This level took 2-3 years for nurses in the Benner study to reach). The competent practitioner can manage the complexities of actual client situations, and has an ability to combine processes and design interventions as part of longer range goals. They no longer get thrown off track by "unexpected" responses to NLP processes, etc, and have a general feeling that they can "cope". The competent practitioner is at ease applying a vast array of guidelines, and so will enjoy learning from less structured, "inductive", simulation-style training's.

4) Proficient. The proficient practitioner is unconsciously skilled at the things the competent practitioner "manages". When dealing with a very complex client situation, they only need to be aware of a few of the most unique aspects in order to decide what to do next. It's not simply a matter of unconsciously applying the rules and guidelines however. The proficient practitioner accesses their vast array of past experiences instead of the guidelines. They therefore cannot necessarily even put into words how they are deciding. The decision comes as a response to hundreds of accessed VAKOGAd memories, rather than the Ad "principles" a competent practitioner is aware of being at ease with. A proficient practitioner, if asked, will often explain their actions in terms of

"maxims" -guidelines that describe what to the novice would be unintelligible nuances of the situation; which seem to mean one thing at one time and quite another later on. Some of Bandler's recent videos contain good examples of such "maxims"; suggestions which sound useful but may seem puzzlingly self-contradictory (they may also simply be self-contradictory of course!). Their criteria are no longer able to be described adequately in sensory specific terms. The leap from competent to proficient is the breakthrough in training. It's the difference that enables expertise.

5) Expert. The expert has an "intuitive" grasp of the situation and zeros in on the issues that need attention without any wasted "problem solving" time. In the Dreyfus research , for example, one chess master, when asked why he made a particular move, explained "Because it felt right. It looked good". An expert will confidently challenge rules and guidelines based on such intuition. Expert practise is holistic rather than step-by-step. Both Virginia Satir and Milton Erickson were fascinated by Bandler and Grinder's ability to discern new rules and guidelines in their methods. An expert could, of course, model their own behavior. But (if the Dreyfus model is right) the consequences of training based on such modelling is never "the same" as expert behavior. Expert behavior is qualitatively different; it uses experience as the comparison in the Test phase of the TOTE, instead of a set of guidelines. Experience means collected internal VAKOGAd representations of previous events. For simpler tasks, Wyatt Woodsmall has been extremely innovative in developing simulations which install several hundred experiences of a particular comparison image. For a task as multifaceted as "being an NLP Practitioner" the choice is between actual experience based installation on one hand and reducing the task unholistically to separate chunks on the other. Actual experience based learning is where supervision becomes important.

Supervised Practise: Training Experts

The Dreyfus study noted that all formal training tends to aim at the first three stages of expert development. Proficient and expert practitioners will tend to find step-by-step trainings and even simplified "simulations" too reductionist (reducing real life to a set of patterns). So how could training support us developing from competence to expertise? Two answers are the case study and supervised practise.

By the case study, I mean an example presented by an expert, for study by practitioners. Such a study will provide examples of guidelines for advanced beginners or competent practitioners. It also provides vicarious experiential learning for practitioners moving towards expertise. Examples in the NLP literature include "Virginia Satir: The Patterns of her magic" by Steve Andreas, "Magic In Action" by Richard Bandler, and the retelling of Milton Erickson's casework in his essays. By supervised practise, I mean the kind of experience practitioners get by discussing their own work (especially using audio taped sessions) with a supervisor at their own or a "higher" stage of expertise. Supervision is not training, but it is the next step in developing expertise, after training. Simply attending more training's doesn't create expertise. Supervision can.

SECTION 2: THE RESOLVE MODEL

The Advantage of Guidelines.

Truly successful NLP Practitioners, the ones who deliver the personal transformations advertising promises, have more than a set of techniques.

Either consciously or unconsciously, they have developed a map of the process of change which is meta to the individual change processes. The original developers of NLP recognized the need for sequencing within each intervention (the six step Reframe, for example, is an intervention with a map built into it). But by the time the Practitioner trainings began, any hope of an overall model for sequencing the use of NLP procedures had been shelved.

Tad James' "General Model of Therapy" reinvented this project. Bryan Royds and I used this proposal in the development of a framework I now call the RESOLVE model. This model gives structure to our Practitioner and Master Practitioner courses. It enables our students to identify where they are with a particular client, what elements may have been missed in a challenging session, and what their next steps forward could involve. It gives them a conscious map of the territory to use until their skills are more fully integrated at an unconscious level.

Seven Steps to Successful Change.

The use of the acronym RESOLVE makes this overview remarkably easy to memorize. As we teach each individual NLP technique, we list its steps in the RESOLVE format, further reinforcing students' understanding. Here are the seven steps:

1.Resourceful State for the Practitioner. Using self-anchoring to get yourself into the right state precedes any interaction

2.Establish Rapport. This involves the use of sensory acuity and rapport skills. Verbally, it includes pacing the client using their representational systems, values and

metaprograms. It involves speaking in Milton model patterns general enough to prevent accidental mismatching (chunking up verbally is the structure of agreement).

3.SPECIFY Outcome. Only when rapport is established can you use the mismatching processes of the metamodel and of challenging presuppositions to help the client chunk down to a well-formed outcome. Developing this outcome is facilitated by:

Sensory-specific language
Positive phrasing
Ecology
Choices Expanding
Initiating action yourself
First step defined
Your resources identified

4.Open up Clients Model of the World. Now that you know where you're heading, you can explore the "present state" a little more fully. As we know from quantum physics, any exploration/observation is also an intervention. Looking at the problem puts the client meta to it and causes a loosening of the problem before formal intervention. At this step the Practitioner will pre-test ("Can you do the problem now?") to get a calibration of the problem to compare with later results. They will also elicit the person's strategy for the problem; perhaps adding the lighthearted pattern interrupts Tad James calls "Logical Levels of Therapy" as they do so. Content and context reframes, and other language patterns such as Tad's Quantum Linguistics can now be utilized.

5. Leading to the Desired Outcome. Now for the part the naive Practitioner may have thought was all that you did. Anchoring techniques, submodality techniques, strategy installations, parts work, Time Line Therapy TM, trance work, energy healing, and metaphor are amongst the range of options. Which you choose is a function of: (a)The content of the problem: a classical phobia suggests the phobia cure for example. (b)The clients model of the world: a client who says "On the one hand... and on the other hand..." is already half way through a visual squash, and (c)The Practitioner's reframe from step 4. Lets face it; if you're into swishes, they just seem the obvious solution to most situations, and if you believe they are, then that means they probably work rather well!).

6.Verify Change. You know you're done with step 5 when you run the test again and calibrate that major shift. But you also need to test adequately to fill the clients conscious convincer strategy, and meet their evidence procedures

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7. Exit Process. This has two steps. Firstly, a final check of the ecology you predesigned in your outcome and bore in mind using the change processes at stage 5. Secondly, future pacing successful change into the person's real life.

Using the Model

At the end of our Practitioner course, we have our Practitioners run through some full sessions using RESOLVE on issues for which the client has no particular intervention in mind. We also have them take challenging sessions from their experience and review them using the RESOLVE model to identify important choice points and generate more options, in a peer supervision format.

That's a way you could use the model right now, to expand your awareness of it's usefulness.

A Map Is Only A Map

RESOLVE suggests a logical sequence in a reality which may be neither logical nor sequential. There are four ways your actual NLP session could well seem different to the map.

(a)The actual use of skills is cumulative rather than sequential. Once rapport is established, you will of course maintain it throughout the other steps. Once you've begun using the metamodel, you will often challenge metamodel patterns at later stages as well.

(b)The real process of therapy may end successfully at step 2 or 3 or 4. Just eliciting a strategy may cause it and the problem to disappear. It's tough, but life's like that - easier than you expect.

(c)You may cycle through the RESOLVE model several times, or run through it as a subroutine of one step in a larger RESOLVE process.

(d)It is likely that occasionally you will successfully leap several steps at a single bound, or apparently reverse steps. No generalization is ever totally true (including this one). Once you know a town, you don't carry a map every time you leave home. But it sure helps the new immigrants; and everyone knows how handy it is to have a map in the glovebox for those unexpected side trips. That's where guidelines fit into the Dreyfus model. A Proficient or Expert practitioner will benefit more from studying actual VAKOGAd sessions.

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