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OUR PURPOSE AND PHILOSOPHY IS:

- *To provide the best and most valuable information available in the sciences of human change to our readers*
- by offering information from various fields of human behavior — including NLP, hypnosis, channeling, interspecies communication and healing therapies — in order to provide many different models and strategies for interacting with clients, students, friends and relatives
- *To be instrumental in the reinstitution of personal freedom*
- by offering tools whose use empowers anyone to become a master of their own destiny
- *To stimulate and expand minds*
- by presenting techniques that effect controversy, stretching, change and enlightenment
- *To be a bridge of rapport connecting the many different approaches to the pursuance of success, abundance, peace and joy.*

In the preface to the "Natural Cooking" column in our first issue (aptly named ACORN), we stated "We honor and respect that different strokes apply to different folks." This is a cornerstone of our philosophy. We respect different approaches and are excited that there is more than one road to enlightenment. As we continue to investigate other than familiar beliefs and truths in order to increase y/our capability for communication and change, we will look at results ("what works") as our criteria for success.

Perhaps, by moving from judgment of how others choose to express to acceptance of—even delight in!—differences, we can move beyond our present situations, beliefs and concepts to re-establish rapport throughout the planet.

Peace, RAPPORTER

Opinions, comments, letters, drawings and other materials are invited for consideration. Submissions must be signed and names will be withheld upon request. If return of materials or a personal reply is desired, include a self-addressed, stamped envelope.

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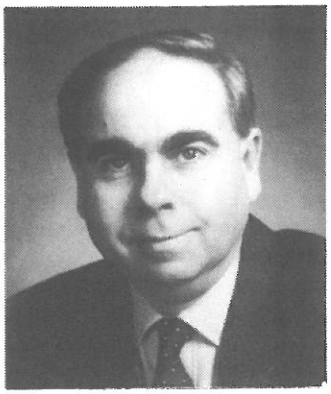
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BEHAVIORAL MODELING



WYATT WOODSMALL
President
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STRATEGIES — Part III
Kinesthetic Representational System

The kinesthetic is probably the least understood of all the rep systems. This is partly due to the fact that it is the one where we have the least inter-subjective verification. It is also the one with the least precise descriptive language. The kinesthetic consists of kinesthetic external and internal. Kinesthetic internal consists of kinesthetic remembered and kinesthetic construct. There is also kinesthetic digital which is Braille. The situation is further confused because kinesthetic consists of both external and internal sensations, and feelings or emotions.

Kinesthetic External

Consists of the external kinesthetic sensations which are subject to inter-subjective verification. These have to do with the sensors in a person's skin. The skin is the largest organ in a person's body. The skin sensors detect five things. These are: temperature, or whether things are hot or cold; pressure, or force against the skin's surface; texture, or the smoothness or roughness or friction of a surface against the skin; moisture, or the wetness or dryness of the skin; and pain, or the response of the skin to aversive stimuli.

People vary in their abilities to detect changes in these parameters. Temperature and pressure are measured by familiar instruments, i.e. the thermometer and the scale. A galvanic skin response instrument or GSR meter measures skin moisture indirectly by measuring the electrical conductivity of the skin. There is no common instrument to measure texture.

People can be trained to control both their skin temperature and perspiration levels. Temperature sensors are used in biofeedback to eliminate tension headaches. The skin temperature rises to close to 98.6 degrees Fahrenheit as one dilates the subcutaneous blood vessels through relaxation of the subcutaneous tissues. Skin moisture or perspiration is measured, as previously indicated, by a GSR meter. It is possible to train oneself to eliminate skin moisture. This is a state which is sought after in Scientology. They call it being clear.

Kinesthetic Internal

It is important to make a distinction between sensation and feelings or emotions. We will discuss sensations here and emotions later on. Kinesthetic internal has to do with awareness of internal sensations. There are certain classes of internal sensations which are particularly significant. Among these are awareness of one's muscular-skeletal system, one's cardiovascular system, one's respiratory system, one's lymphatic system, one's digestive system, one's urinary system, one's reproductive system, one's nervous system, and one's endocrine system. The autonomic nervous system consists of sympathetic and parasympathetic parts.

One of the most common classes of internal sensations which a person is aware of has to do with their muscular-skeletal system. This consists of the bones of the skeleton and the joints, muscles, tendons, and ligaments that produce locomotion.

One of the things that is interesting about the muscular sensations and many of the other kinds of internal sensations is that they are normally outside of conscious awareness when a person is in homeostasis. One only develops awareness of them when they go out of balance. In general, a person is not aware of the sensations in their muscular-skeletal system, although it is easy to develop this awareness. To do so, all a person needs to do is engage in long, vigorous exercise to which they are not accustomed. This will create awareness of all sorts of sensations. Further, some of this awareness will not develop until the next day. These sensations will be labeled as stiffness or soreness or muscle pains.

A person can have awareness of sensations in their cardiovascular system. Many people can direct their attention so as to be aware of their heartbeats. Usually this requires that the body be deeply relaxed. In a relaxed state a person can often swallow and, as the saliva moves down the throat, focus in the chest and be aware of the heartbeat. Under stress the blood pressure may increase and people may suddenly become aware of their heartbeat. This sometimes causes alarm in some people. It is also possible to be aware of pulse waves through one's legs, arms and fingers. One can learn to sense the pulse waves in their fingers. (The best pistol shots unconsciously shoot between pulse waves in their arms. This is the time that their arm is optimally stable.) Awareness of pulse waves is mediated by the pressure of the waves against the surrounding tissue since there are no nerve sensors inside of one's arteries or veins.

A person could also be aware of sensations in their respiratory system. Breathing is the one major autonomic func-

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tion that can be brought under conscious control. Yogas use breathing as the doorway to control over the autonomic nervous system. It is possible to sense air flowing through the nasal passage and through the lungs. There is a slight coolness on inhalation and a slight warmth on exhalation. One way to experience this is to go outside on a really cold day. One can then feel the coolness on inhalation. Smokers can feel the smoke in their lungs.

A person is aware of their digestive and urinary systems when there are problems. One experiences stomach and intestine sensations as heartburn and experiences pressure in their organs caused by gas buildup. Sensations in the digestive system often propagate through the body and may show up in places other than where they are located. This is called referred pain. Sensations in the digestive system (sometimes referred to as "guts") are particularly important because of their close relationship to emotions. This will be discussed in the next issue.

The urinary system and the eliminatory system are unusual in that they issue intermittent sensations to the body. When they fill and extend they send signals to the body. The lymphatic system does not normally produce sensations unless it becomes swollen. Then its presence becomes noticeable.

The reproductive system produces some of the most powerful sensations in the body. Some of the most sensitive pleasure cells are located in the reproductive system. They are normally outside of awareness, but when aroused they may capture all awareness.

People are not normally aware of their endocrine systems. Glandular secretions are one of the deepest removed from awareness of all of the autonomic functions.

In some ways, it is strange to speak of awareness of the nervous system since all sensation is mediated by nerve cells which are the communication and control mechanisms of the body. Awareness of the nervous system itself arises when individual nerves become strained or damaged. One also becomes aware of stimulation of the sympathetic nervous system by increased arousal and increased heart rate. Awareness of the parasympathetic nervous system results from decreased arousal and decreased heart rate.

One part of the nervous system which plays a vital role is the vestibular system. This system is responsible for maintaining the body's sense of balance. It is amazing how little awareness people have of this system. Most people live their lives out of balance. This is demonstrated by a simple test. Calibrate two bathroom scales so that they read the same. Then stand in balance with one foot on each scale. Most people, when they think that they are in balance, will be off by twenty to forty pounds. This is a rather dramatic difference. With training one can correct this imbalance. Dr. Jan Summers of Stillwater, Oklahoma and her student Dr. Scout Lee have pioneered in this area. They use a ropes course and walking on balance beams to achieve physiological balance. This often has dramatic affects on restoring emotional balance.

Kinesthetic Remembered

One can remember both internal and external sensations. External sensations are usually easier to remember. People can remember what hot and cold are like or what moist and dry are like. People can also estimate weights, which requires a kinesthetic memory of pressure. People can also remember and later describe certain types of painful or pleasurable sensations.

Memory of internal sensations plays a vital role in maintaining body equilibrium. Kinesthetic memory plays a major role in human performance. Kinesthetic remembered is the ability to remember what an exact sensation was like. It is the ability to recall sensations one has experienced previously. One of the major keys to athletic performance is the ability to recall the exact sequence of sensations required to perform some athletic feat. For instance, to shoot a basket in basketball requires the ability to access the muscle memory of exactly how much force is required, at what angle, to propel the ball through the basket. In hockey, it is the memory of how much force and at what angle to hit a puck to get it by the opposing goalie. Stored kinesthetic memories are critical to athletic performance. (We will find in a future article that they are the criteria, or standards, which serve as the bottom half of the comparisons in the test part of athletic performance strategies.)

People can store and remember various types of sensations. The ones that are most common are the ones that have to do with our muscular sensations, but people are able to remember sensations that have to do with other internal organs. People can remember the sensations of being off balance and falling. They can also remember many other sensations relating to the cardiovascular, digestive, urinary, lymphatic, reproductive, nervous and respiratory systems.

Part of the process of association in NLP is the ability to remember the matrix of body sensations that was associated with a previous experience. Thus, the ability to do kinesthetic remembered has a lot to do with the ability to re-experience an experience.

Another interesting example of kinesthetic memory is the drug pattern developed by Ed Reese. When a person experiences the effects of a drug on their body, they need only to memorize the order and nature of the associated sensations that the drug produces. To get the effects of the drug in the future they need only to recall the sequence of the sensations. This is a lot cheaper and safer than buying and using drugs.

Kinesthetic Construct

Once a person is aware of a sensation they can recall it. The next step is the ability to construct or create it on demand. It may be difficult for a person to tell whether they are remembering or constructing a sensation. We will arbitrarily define kines-

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thetic remembered as the ability to recall a specific sensation one has experienced in the past and kinesthetic construct as the ability to construct or create a sensation in the present without reference to any past experience of it. Most people have very limited abilities to do kinesthetic construct. Kinesthetic construct is the basis of much mystic training. Mystics have the ability to control virtually every aspect of their body.

Mystic training in autonomic control usually starts with breath control. Yogas are able to maintain respiration levels of several breaths a minute indefinitely. They are also able to hold their breaths for extended periods of time. Through breath control they learn to control the body's basal metabolism and their heart rates and then other parts of the autonomic system.

One of the most scientific studies of mystics' ability to control their body processes was the work that Elmer and Alyce Green did with Swami Rama at the prestigious Menninger Foundation in Topeka, Kansas. Swami Rama was able to cut off the blood flow to either of his arms or legs. He was also able to stop his heart from pumping blood by putting it into atrial flutter for 16.2 seconds. He also was able to vary the temperature between two points an inch-and-a-half apart on the palm of his hand by 11 degrees.

Swami Rama was also able to control his brain wave patterns. When hooked to an electroencephalograph (EEG), he was able to produce perfect beta, alpha and theta waves on demand. One of the most interesting things he did involved delta waves. He was able to produce perfect delta for fifteen minutes. During this time he appeared to be in deep sleep and appeared to snore. During the time that he was producing delta, the Greens read two short poems out loud. Upon spontaneously arousing himself after fifteen minutes he was able to recite verbatim the two poems and also was able to recite verbatim two conversations that had occurred in adjacent rooms which the Greens were not even aware had occurred. This was the first time anyone had ever demonstrated awareness during delta.

Research on Swami Rama and subsequently on other mystics indicates that it is possible to bring under conscious control virtually every function of the so-called autonomic nervous system. These abilities are not just limited to mystics. Biofeedback research has demonstrated that almost any human being can regulate virtually any human function if they are given a source of feedback. Standard biofeedback training involves regulation skin temperature, muscle tension, galvanic skin response and brain waves. With electrodes implanted in the body people are also able to regulate glandular secretions and control the temperature and muscle tension levels of internal organs. ❐

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"Kinesthetic Rep System" concludes in our next issue with "Feelings and Emotions."

Wyatt Woodsmall, PhD, *Certified NLP Master Trainer and Master Modeler and Founder and President of Advanced Behavioral Modeling, Inc. and the National Training Institute for NLP, has pioneered in applications of modeling in the governmental and private sectors. Richard Bandler, co-creator of NLP, has described him as "a walking encyclopedia of NLP," and as "one of the few people in NLP today who are actually doing modeling and extending the limits of its application." Doctor Woodsmall is co-author of* Time Line Therapy and The Basis of Personality *and is currently working on books on language patterns, human typological analysis, advanced behavioral modeling, negotiations, training, and NLP and personal growth. He will be conducting the fourth annual NLP Trainers Training Aug. 23-Sept. 3 in Diego and an Advanced Behavioral Modeling Training June 24-July 9 in the Washington, DC area. Further, he will be conducting trainings over the next six months in Detroit, Phoenix, Toronto, Calgary, Vancouver, New York, Los Angeles, London, Sydney, Italy and Puerto Rico. Advanced Behavioral Modeling, Inc., 801 South 20th Street, Arlington, VA 22202, or at 703-979-3835.*

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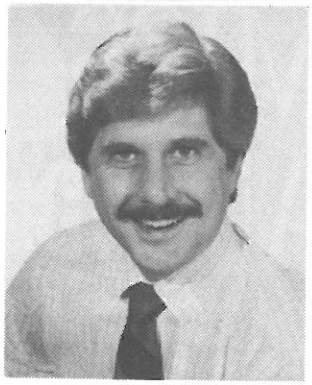
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SPECIAL FEATURE



TAD JAMES
Founder and Chairman
ProfitAbility Group

THE SECRET OF CREATING YOUR FUTURE — Part I

This issue's article is the beginning a series of articles on Time Line™. Tad is the co-author of *Time Line Therapy™ and the Basis of Personality.*

MILON'S SECRET

Milon put down his notebook and looked out the window. It was the notebook The Wizard had given him. He was so very lucky, he felt, to have the knowledge of the secret of creating the future. Not many people even knew of it in his land, and he knew that having it made him very fortunate. The endowment of actually deciding what he wanted, and then to put it out in his future was something that he found quite common these days. Not that he took the skill for granted. Most of the people in the land did not even know it was possible to create your future.

Milon saw them complaining about their lack of power in the face of Nature, events, and other people. Milon saw them giving away their power to affect their own futures as well as others' futures. He saw people riddled with guilt, fear, anxiety, and lack of self control. He saw what he perceived to be their suffering and struggle, he knew his life was so much more comfortable than theirs, and he wondered if he could help them.

He knew that while his daily stresses were not totally eliminated, his anxiety about the future was gone, and he knew that he was in control of his life — he knew he had attained that elusive state called "self control." You see, Milon had the capability of deciding what he wanted, and programming his future in a way so that it happened. And that was that. Whatever he wanted he was able to have.

Of course he was careful to follow the instructions to the letter. He did not deviate from them. Not one letter. Not one period, or comma. Everything he had learned so very long ago from "The Wizard" he did exactly as instructed. That was just one of the things that Milon was good at doing — following directions. One of the side benefits was that he had even been able to predict events in the future to a certain extent.

In his land self-control was rare. People had not always been so unrestrained in their actions, but in the last three or so generations they had lost some of the discipline that previous generations had revered so highly. This didn't bother Milon, since he was not particularly judgmental. Milon's friends, especially Glenda and Flain always commended him on his discipline. Milon did not see it as discipline, however. To him it was just knowing what he wanted, and going after it. But they saw it as something mysterious, and they wanted to know how to do it.

There was nothing mysterious about Programming Your Future, once you knew how to do it. Before you knew the processes and techniques then, perhaps, it seemed mysterious. Then, it seemed like something extremely mysterious. But after you knew how to do it, it was really quite simple.

"The Process" helped, of course: The Process — the information he had learned so very long ago from "The Wizard." That was the only name he knew. The Wizard. Sounded mysterious. Perhaps more mysterious than it needed to be. Milon had contacted The Wizard during one of his long internal journeys. Milon was fond of exploring his own internal world, and during one of those journeys, he had met The Wizard, and had been given the process for creating his own future.

While The Wizard was teaching Milon how to create his future, he gave Milon the seven frames for creating his future on an old piece of parchment. The Wizard called them the seven frames.

The Seven Frames

- The way to have the first frame is to "Take responsibility for where you are."
- The way to have the second frame is to "Clarify your Values (decide what is important to you)."
- The way to have the third frame is to "Write down what you want."
- The way to have the fourth frame is to "Clean up any past memories not consistent with what you want."
- The way to have the fifth frame is to "Program your future by creating memories for your future Time Line."
- The way to have the sixth frame is to "Align your thoughts with your goals."
- The way to have the seventh frame is to "Play everything at 100 percent."

The Wizard then showed him how to affect his personal time record and the universal time record by making changes in the actual system of how his future was programmed in the Time Line. Milon remembered agonizing over the question of predestina-

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tion/free will before learning about the Time Line. But Milon was now certain that whatever was in his Time Line was destined to happen. He was just as certain, however, that he had total control over his Time Line and what was in it.

Milon's friends had asked him many times to teach them about what he did with his Time Line when he was programming his future, and he wanted to, but he was not certain yet that it was something that was permitted. The Wizard had not given him permission to teach what he knew, and even though he knew his friends needed help, his integrity did not permit him to teach it to others until he had permission.

He did want to help his friends, though, since he felt very deeply for them. He loved his friends, of course, and they had become rather insistent.

Milon began to wonder if the learning that he had received from The Wizard was something that he could teach to others. He had not learned it in a way that was organized or systematic, and he knew that he had not ever thought of how to organize the material, but he knew that what he had was something that other people just had to learn. The world needed to know what Milon knew just because it made people's lives so much easier and better.

Milon had tried so many times in the past to contact The Wizard again and get permission to share this secret with the world, but to no avail. The Wizard had not answered in quite a while. Milon was not willing to give up, however, and he decided to do something about his desire to give this technique to the world. So, he wrote a goal in the notebook The Wizard had given to him. He wrote it for one week hence, saying, "I have talked to The Wizard, and he has given me permission to teach the secret to the people of the world, so I can help them get rid of their fears, anxiety, guilt, and help them to have more self control, so that they can have what they want in their lives, and be happy."

Then he closed his eyes, and made a picture of the goal that he had just written of having talked to The Wizard, and stepped into his body, and felt the feelings of having permission. Then he took the picture out to one week, made final adjustments to it, and as he inserted it into his Time Line in the future, he stepped out of his body, so he could see himself in the picture. Having done that, he looked back toward now, and noticed that the events necessary to make the event undeniable were automatically created. He then opened his eyes.

As the week wore on, Milon forgot about the programming he had done, since that was also part of the original instruction. As the time came closer and closer to the one week deadline, Milon was still confident — after all, it had always worked before! But, still no Wizard. As the clock ticked off the last hour up to the one-week deadline, Milon sat down again and began to review what he had done, just to make sure that he had programmed his future in strict accordance with the instructions. He wanted to make sure that he had done everything right.

As he opened his notebook, as if by magic, the words appeared on the page right beneath the goal he had written:

You alone, Milon, may proceed to share the secret of Programming Your Future with your friends. Show them how to make their lives better. Do this and I will teach you the secrets of how to be The Wizard.

End of Chapter 1.

More next month. See you then. ❐

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Tad James *has a Master's Degree in Communication, and a PhD in Ericksonian Hypnosis. He is a Certified NLP Master Trainer by The Society of NLP, and a Fellow with the National Association of NLP. Tad is the Founder and Chairman of Profitability Group, Inc., a successful international consulting and training firm. Tad is currently teaching NLP Certification trainings in a number of cities in the U.S., Canada, and Europe. He is co-author, along with Wyatt Woodsmall, of the book* Timeline Therapy and The Basis of Personality. *He offers a complete line of self-study programs in NLP in audio and video formats; as well as Programming Your Future™, a packaged audio and video tape program for making your future your own. More information is available by calling, 808-521-0057.*

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NLP IN BUSINESS

SINGLE BINDS
By Kenrick E. Cleveland

When you get right down to it, good business people and, of course, competent salespeople recognize the value of increasing their persuasion skills.

Over the years, I've been a consultant in the field of sales, hired and trained top sales super stars, created a sales training organization that provides customized sales training to top corporations as well as ongoing public sales training classes and have interviewed countless numbers of both sales winners and losers. During this time, I have encountered an overwhelming problem that as far as I'm concerned, is largly responsible for the high attrition rate in salespeople. It is also responsible for the attidude that a lot of people have that prevents them from going into sales in the first place. This problem, stated simply, is that salespeople and potential salespeople feel that they can't predict whether they will be a success or not in the field of sales.

Often you will hear people say phrases such as, "He's a born salesperson," or "She has a real gift of gab," or "She's a real natural at sales." Often, people believe that you either have the personality that enables you to sell or you don't, and that creates the doubt in some peoples' minds as to whether or not they can make it in this field. Of course, this is just not so. People may have a natural propensity towards sales, or for that matter any other choosen field in life, however, the best sales people work at it diligently and on an on-going basis.

So why then, is it that people believe that they can't predict whether they will be a success in this field? The answer is that people do not, by and large, realize that succussful selling/persuasion is not based on some "presentation" that a sales manager cooks up somewhere, but on a set of reliable sales/persuasion skills that are based on how our prospects make buying decisions. When I say a set of reliable skills, I am not referring to the features, benefits and trial closes that are traditionally taught in old-school sales-training courses. I am referring to state-of-the-art methods that begin with the right philosophy that is neither demanding, insultive or untruthful, but is supportive and utilizes a powerful technology that contains specific persuasion skills that are individualized in the presentation, as well as creating a long-term relationship with your prospect. In later articles, I will go into more depth on these particular topics.

Since the name of the game is predictablilty and predictability comes in part from powerful, modern sales skills, let's move right into a fun and profitable skill that you will begin to use right from your first reading.

Conditional Binds

The format that conditional binds take is: **"If ... Then ..."**

This pattern is in the family of Cause-and-Effect Patterns and is a very useful pattern to learn and integrate.

The basic way to use this pattern is to make a statement like "**If** X is true or happens, **then** Y will be true or happen." You then make the first half of the statement true if you want to the last half to be considered true or you make the first half false if you want the last half to be false.

Let me start off with some simple examples of this:

- If, as a result of buying this product today and using it just as I recommend produces the results I say it will, **then** the next time I see you and suggest that you buy one of our other products, you can just imagine how you'll feel.
- If the first thought that comes to your mind as you read this sentence is, "this language pattern is great," **then** you certainly will find your self implementing it on an ongoing basis.
- "By the way Mr. Smith, **if** you start to wonder, as I speak to you, whether or not our service will fit your needs, **then** you'll be overcome with the emotion of pure satisfaction that in fact lets you know how your needs are being satisfied .... NOW .... let me ask you this ..."

Are you starting to get how this pattern works? It's really quite simple and you can make it very overt or quite covert.

In my Advanced Home Study Course I give the following example:

> *Before we get started and by way of creating an over all way to look at all we are going to do together today, let me ask you this. Do you know what it's like, right now when you begin to believe strongly that something is right for you? You know, like when it's so right that you all of a sudden come upon the realization the you should be participating? (if yes) Then as a result of that, you understand how my discussion of cellular phones will be effecting you as we talk together. Now, which model are you intrested in?*

There are several possible variations to this theme that may be fun for you to experiment with, such as:

- If X is false or happens, **then** Y will be false or won't happen.
- If X is true and happens, **then** Y will be false or won't happen.
- If X is false and happens, **then** Y will be true and will happen.
- If X is true and happens, **then** Y will be false and won'thappen.

O.K., that's the Conditional Bind Pattern. Put some practice into this by writing several examples that will support your unique outcomes.

❐

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Kenrick Cleveland *is a Certified NLP Trainer who offers certification training in the business applications of NLP. Currently these trainings are being held in Southern California as well as San Francisco and Edmonton, Canada. He can be reached at 23704-5 El Toro Road, Suite 408, El Toro, CA 92630, 714-472-3732 for further information.*

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BASIC NLP



DRS. TAG & JUDITH POWELL
Powell Productions

ABC'S OF NLP — Part I

Although this is basic-basic NLP, many Master Practitioners and Trainers will enjoy the review and may find this model an excellent teaching guide. Practitioners will uncover knowledge that they already know and have not yet used. The use of practical examples will also stimulate new thinking and other ways for you to use these techniques.

These patterns have been successfully used by Drs. Tag and Judith Powell across the world in teaching thousands of people the benefits of NLP. Revised for the RAPPORTER from the *Silva Method Of Mind Mastery* book, as well as from the Powell's two, soon-to-be-released books, *The Joy of Soft Selling* and *Inner Power*. You can meet the Powells and enjoy some of their training at The NLP International Conference in Switzerland this July.

Master Secrets to Open Communication

Have you ever noticed how some people always get the attention of others, while others are ignored? Some people can sell an idea or a product to anyone, while others can't even give away a twenty-dollar bill.

You have seen those who have the knack of starting squabbles and arguments; and heard of others, some of whom receive high fees, who mediate and settle disagreements, quickly bringing together two opposing parties.

What are the master secrets to communication? By practicing the following Basic Rapport-Building Techniques, you can significantly improve your skills of persuasion: your people skills. Enjoy the enthusiasm of clear communication.

A good starting point is to understand the individual's personal world. Each person is wrapped up in a world which they have created. They feel they know how things are, they think they have a grasp on how to best handle most situations — right or wrong, good or bad, it's their world.

It's as if they have a shell surrounding them that filters out any data conflicting with their reality: a comfort zone, a pattern of operation. Each person has their own individual operating or representational system. Now you come along, in your own shell and your own reality, your own rep system, and want to tell them how things are. Why should they listen? Well, there are many good reasons, but in their world, they believe that they are the expert.

Everything they see, hear, feel, taste and smell is automatically compared with what they know. In this process of analysis, the information is rejected or forced into preconceived slots, and very often, if excepted, it is misinterpreted to fit the belief structure of the listener. Each person has a specific pattern of behavior. We can begin to understand these operating systems by noticing specific patterns of physical behavior.

The secret is to first get through their shell: to command the attention of the person with whom you wish to communicate.

The First Step: Get the Listener to Relax

The "show me" attitude is displayed by a person who would be threatened by something you might say with which they do not agree, or anything that might cause a glitch in their basic operating system. Hence, they may shut you out before you start: their defenses are up. You must find a way to relax their defenses. There are master keys you can learn to open the door of a closed mind. We will explore ways to open the golden flow of communication.

The American Indians have an expression which will help to open a closed door. Oh yes, you have heard it before: "Walk a mile in my moccasins," which means to go outside yourself, and look at life from another's viewpoint. You need to mentally enter their shell, and find the key to their particular lock.

How often have you had a thought that you really believed could help someone, and received only their blank stare after you made the suggestion? We are often so excited with what we want to say, we forget that communication is a two-way street. We try to push and shove our ideas into a closed mind.

Become a detective — look and test for clues. Mentally step back, and observe the person with whom you are talking. How are they receiving your ideas? What body language are they exhibiting? How are they sitting or standing? Does it appear that they are physically open or closed to you and your ideas?

Although we will not go into the different meanings of body posture, there have been many body posture books. In NLP we will look at body language in a different light. Our approach gives you one, simple technique relating to body (behavioral) language, which is extremely powerful.

Since we automatically make judgments about people, we can now make intelligent, scientific judgments, not mind read. We can take much of the guess work out of conversations, thereby becoming more confident about our relationships with our clients, family and friends. ❐

Continued in our next issue.

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Dr. Tag Powell and Judith L. Powell *As lecturers, authors and publishers, Tag and Judith Powell's talents abound with humor, combined with a unique knack for sharing and teaching their knowledge .*

Tag has taught thousands of people The Silva Method *in the past 11 years and has won top awards in his field, including The President's Cup (for being the Number One Silva Lecturer in the United States for 1986). He has been the Director of* The Silva Method *for a greater part of the Southeastern United States and is currently teaching with Judi, in Tampa, Florida.*

Judi has also won top awards for the past 7 years and is now one of the top Silva Lectureers in the United States. You may find many of her best-selling audio casette tapes in better bookstores.

Dr. Tag and Judith L. Powell are co-authors of the How-To, Self-Improvement book, The Silva Method of Mind Mastery.

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(See Page 4)

OPEN THE GOLDEN FLOW

NLP IN SALES



W. SCOTT PHILLIPS
Partner
The Harbinger Group

A NEW SOURCE FOR PROSPECTS

Prospecting is one area of selling that most salespeople do very poorly. Whether it's because they fear rejection or hard work, most salespeople hate to prospect. In NLP terms the solution to this problem is very simple. Combine Visual Kinesthetic dissociation techniques (to relieve the fear) with positive anchoring (to increase motivation), work on your personal communication flexibility and your outcome of lots of prospects will come true. Right? Well, almost.

Having the right attitude and adjusting your behavior does go a long way to achieving sales success. There is, however, another element that can greatly affect how much business you book: your limiting beliefs.

Limiting beliefs can come in many packages: "This territory can only generate X in sales every month, I can't make more sales because my boss doesn't give me enough support," etc.

Many salespeople limit their prospecting by believing that prospects are only found outside your company. I'm not suggesting you sell your co-workers. Only that you consider alternative solutions to your prospecting needs. For example, one of the best sources of prospects can be found right inside the company — in your customer service-department!

Many salespeople shy away from customer service functions. The reason is simple — customer-service people almost always have bad news. They are the first to find out about broken equipment and mad customers.

In response, many salespeople avoid contact with the customer-service department. They hide behind a curtain of superiority. The belief is that when it comes to helping the customer, salespeople are better than the lowly customer-service representative. After all, salespeople make more money and have more freedom, so they must be more important. That's a very limiting point of view.

Falling for this line of baloney costs you money. The reason is simple — every problem is an opportunity for your next sale and your customer-service department is a ready source of customer problems.

Successful salespeople understand that sales and customer service departments work together. The sales force presents the outgoing message, and the customer-service staff gets the response after the sale. It's like a telephone with the customer-service department acting as your ears. Imagine talking on the telephone without hearing the other person — you won't be very effective.

In a recent national survey, top executives agreed that businesses with the best quality service would dominate the marketplace in the next decade. Your willingness to work with and support the customer-service department is a vital part of your success and the success of your company.

Businesses are committing an increasingly large percentage of resources to customer service. The statistics help explain this dramatic increase. On average, a company that provides superior customer service will have a 12% return on sales while gaining market share at a rate of 6% per year (and they charge higher prices).

Companies that provide poor customer service have 1% return on sales and LOSE market share by 2% per year.

Selling for a business that provides poor customer service can be extremely frustrating. You are caught in an endless trap. The more you sell, the worse your reputation gets and the harder it gets to make the next sale. As sales dry up, the pressure focuses away from customer support and more towards getting new business, which only perpetuates the problem.

There is much to be gained by removing your limiting beliefs about customer service. Once you recognize they provide you easy access to customers who want problems solved, you are on your way to increased sales. Talk with your customer-service representatives and get to know them. Find out their most common complaints. Let them know you are interested in helping to solve customer complaints. Not only will this put you in touch with customers that need your help, it will enhance your image within the company as a team player.

Good luck and good selling!

❐

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W. Scott Phillips *is a partner of The Harbinger Group, a sales training organization. Prior to joining the firm, he worked in the optical scanner industry and was consistently in the top five in a field of over 1200 sales professionals. He is co-author of the new self-study program* CONNECTING: Sales Rapport Thru NLP *and is co-authoring the upcoming book* FIREPOWER: The Ultimate Arsenal for the Sales Professional. *He can be reached at P.O. Box 493, Coppell, TX 75019, 214-506-9682.*

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SPECIAL FEATURE



RENE PFALZGRAF
Founder
NLP Arizona, Ltd.

METAMODEL III
One Down and Two To Go

In Issue 20 of the RAPPORTER, we went over the patterns which are normally thought of as the metamodel. This is really Metamodel I, which does lead to the question, "What is Metamodel II and III?" But before answering that, perhaps we should look at Metamodel I again and reassure ourselves that metamodel, if used to challenge each and every pattern, will alienate almost anyone.

It has been said that the metamodel should be used parsimoniously, because using it frequently will drive friends and relatives to the point of distraction and will, if used over a long period of time, destroy the relationship. Sometimes it is recommended that the questions should be softened by preceding them with the statements of, "I was just curious..." or "If you don't mind me asking..."

Even then, it is possible to offend and this is where Metamodel II comes in. Basically Metamodel II is supposed to give directions for when and what to challenge, so let us begin with when.

Ineffective challenging usually occurs when the person challenging has no idea what they are going for; i.e., the NLP practitioner does not have a well-formed outcome. There are too many metamodel patterns present in each sentence to effectively challenge all of them. If you did challenge them, the conversation would end there.

The object is to gather information that is directly pertinent to the practitioner for assisting the client in producing his or her particular outcome. This means that the NLP practitioner MUST ALWAYS HAVE A WELL-FORMED OUTCOME of their own. If he or she does not know what information they want, how they will know when they have it and what having that information will do for them, then the practitioner is only being annoying to the client and is wasting the client's time by using metamodel challenges.

There is another positive by-product when the practitioner has a well-formed outcome: the client will be less likely to lead the practitioner astray on wild goose chases. It is good to remember that if the client was able to solve his or her problem s/he wouldn't be in your office, and that the client will be demonstrating how to have the problem when they are in your office. One of the ways clients have problems is that they lead themselves astray — lead themselves in directions that do not produce the result that they want, and they do not consciously know how to stop it.

One way to direct your challenging of metamodel patterns is to pretend that you have a TV screen in front of you and that you are going to create a picture or movie of what your client is describing. The trick is to use only sensory-based information used by the client. Clients are notorious for their ability to be artfully vague using hypnotic patterns to say nothing specifically and imply everything. Because of this, challenging patterns is then done to obtain information needed to fill in the TV picture.

Keep in mind that the client has successfully avoided change up to the point that they came to you. They have thought over their problem, they have probably told it to others, and they have most likely gotten advice about what to do. All of this is built around the presupposition that the content is of some use.

Since the structure of what they are saying, i.e., their dominant metamodel patterns, presuppositions, not only those implied for what they say to be true, but also those that must be true in order to enable the person to be able to have the problem, and the strategies and patterns that they go through to have the problem are really what will indicate which NLP procedures to use and in what order, then it is extremely important to filter out the content.

It has been shown that the dominant metamodel patterns can be used as an indicator for which NLP intervention or interventions will be most useful and successful. The dominant patterns can also be used to indicate in what order interventions may be used for maximum effectiveness.

To recap Metamodel II: First, you as operator, need to have a well-formed outcome for what you are doing with the client. You also must know what kind of information should be recovered when you use a challenge so that you will know if the client answered the question that you asked. Third, you should not assume any details concerning the client's situation and should, instead, make appropriate metamodel challenges to recover the needed information.

A practitioner is, in part, modeling the client's reality so that it is possible for the practitioner to determine how it is possible for the client to have the problem. It will be necessary to challenge the client on metamodel patterns which will provide the practitioner with the information that will help the practitioner construct this reality, remembering that in NLP, the processes or strategies used to create the problem are much more important than the content.

After learning when to challenge, the next thing to learn is what patterns are going to be the most important to challenge. Basically, distortions and generalizations are expressions of beliefs and models of the world, whereas deletions are simply the dropping through the cracks of details. Recovery of deleted details will only rarely challenge the model of the world, and it is the model of the world that is, in general, responsible for the problem situation.

It is, therefore, more useful to challenge distortions and generalizations before challenging deletions. It is also helpful to soften the challenges in ways mentioned earlier in this article, as making these challenges does require the client to recover their evidence for beliefs and model of the world.

Now, it is time to move on to Metamodel III. In essence, Metamodel I is knowing the patterns and challenges, Metamodel II is knowing how to use the challenges to some constructive end and Metamodel III is how to use these patterns to effect a specific change in behavior.

WHEN, WHAT, AND

HOW-TO CHALLENGE

The basic premise of Metamodel III is that when a challenge is done there is some shift of state, physiology and submodalities in order to answer the challenge. If the dominant or key metamodel patterns are challenged, the resultant shift can be used to transform the problem state into the desired state.

Because challenging a metamodel pattern will result in some shift in internal representations and state, it is desirable to challenge very little or not at all until a sufficient sample of the client's present language patterns can be gathered.

In addition, in order to utilize this technique, it will be necessary to map the client's physiology and submodalities for the problem state.

The first step is to gather three to five sentences of the client's description of the problem stae, and to GATHER IT VERBATIM. Paraphrasing will not do. Since it will be necessary to look at what patterns are being used, the patterns being analyzed need to be those of the client, not those of the practitioner.

After gathering the information, the practitioner should then go over the entire sample and notice which patterns occur most often. Unspecified nouns and verbs should be ignored because they occur regularly in almost every sentence. A second thing to consider is if any of the patterns were analoge marked by the client. If there were such patterns, then they should be given more consideration. Finally, the order of importance (distortions first, generalizations second and deletions last) should be used to evaluate which pattern to challenge. (If you are uncertain which patterns fall into which categories, please refer to my article in Issue 20 for an overview of all the metamodel patterns.)

Once the dominant pattern has been determined, the next step is to select an example of that pattern from what the client has already said, and then to begin challenging it. Before challenging it, remember to map the client's physiology and submodalities.

As an example, suppose that a client made the statement: "I won't be able to keep my job, because my boss hates me." You first restate the statement and ask the clienet to get a full representation or experience of that statement. At this time, map the physiology and then ask the client for their submodalities.

Once this information has been obtained, it is time to begin challenging. After the initial challenge, all other challenges must relate to the original starting point. In this case, that the client thinks he will lose his job because his boss hates him.

In the original statement there is both a cause-and-effect pattern and a mind-reading pattern. Of the two, the mind reading is more important because if it is challenged and proven to be inaccurate, the rest of the cause-and-effect disappears. So the first challenge could be:

Practitioner: "What, specifically, does your boss do that lets you think that he hates you?"

Client: "He's always yelling at me about my work not being right."

Practitioner: "So you never have had someone who liked you yell at you for doing things differently than they wanted?"

Client: "Well no, I've had people who liked me yell at me, sometimes."

Practitioner: "So how do you know that his yelling at you has to mean that he hates you?"

Client: "Maybe he doesn't hate me, maybe he is just annoyed."

Practitioner: "So the fact that he appears to be annoyed with your work will automatically result in your losing your job."

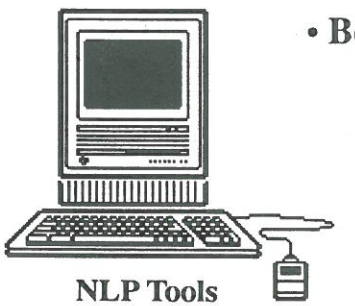
Client: "No, if he were just annoyed, I could change what I was doing so he would be satisfied." (At this point let us

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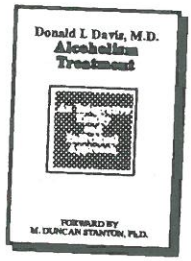
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assume that there was a substantial shift to a more resourceful physiology on the part of the client.)

The next step after producing a shift is to map both the external physiology and internal submodalities. Once this is done, the practitioner can then have the client think of another of the examples of the dominant metamodel pattern, and then this time direct the client to alter their submodalities to match the ones produced in the first phase of this process and then have the person shift their physiology. After having done this, have the client access a third example of the dominant pattern and change only their physiology and then verify that the internal submodalities have also changed.

At this point it would be useful to have the client review one or several past events from this new point of view, and then have them imagine how differently and more acceptably they will be responding in a specific future event which was similar to those in the past now that they have this point of view. And as they think of that, they may begin to review another future event where this new point of view enables them to respond in a more appropriate and satisfactory way now as they are already doing it. Didn't you, now.

This pattern is best used as an adjunct to other interventions and has the distinct benefit of enhancing the utilization of language to produce shifts in the listener's reality. This ability on the part of the practitioner will result in being more effective in the application of all other techniques, since the language that the practitioner will use will be more likely to enhance the process being done, won't you now, on now from. Yes.

This completes the three-part series on Metamodel, and I invite you to begin imagining how you might begin to begin using all of these learnings... either one at a time... or in pairs... or more... now in each and everything that you are doing... in such a way... that as you even now begin to realize... that you are integrating this at a deeper level than... you can fully appreciate it... now that you have already begun to imagine... either consciously... or otherwise... how using these learnings will positively benefit you both... now... and in the future... in ways which you will only begin to realize... as the days unfold... and your understanding allows you to more completely appreciate... and use... what you have begun using today... and forever... now... didn't you... again... now, on now from, Yes!

And so I will look forward... to your looking forward... to what you might... want to learn... in the next issue... in a column... much like this... on some other... equally useful topic... that you have not become fully conscious of... yet are in the process of letting yourself prepare to be ready... to assimilate those learnings more completely... at that time... then... now as you have already begun... to entrancingly trancingly enter the land of other language patterns... for today until next time... thank you until we meet again... look forward until next time,... won't you... Yes... NOW! ❐

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Rene Pfalzgraf *is the Founder of NLP Arizona, Ltd. and has been certified as a Trainer by the Society of NLP. He has a bachelors degree in Psychology, a masters degree in Business and is presently working on a doctorate. He has been providing NLP trainings in Arizona for the past three years, including introductory seminars, practitioner trainings, master practitioner trainings and business training. He also has been involved with developing many new personal-change techniques and is presently working on several books relating NLP to business and to personal change. He may be contacted by writing NLP Arizona, Ltd., P.O. Box 39539, Phoenix, AZ 85069 or by calling 602-433-2280.*

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SPECIAL FEATURE

MOTIVATED MANAGERS: Why They Are Sometimes Hard to Find

By Joseph Yeager, PhD

Right at this moment you have managers who are not delivering performance to your expectations. The cause is an issue known as "narrow-niche" motivation.

A manager who has all the "right stuff" but still does not deliver according to expectations is like having 24 cents at a pay phone. Without 25 cents, you cannot make the connection to your goal.

This 24-cent scenario is the result of "narrow-niche" motivation. It does not matter that someone has "almost" everything needed. When motivation is not *organized and focused exactly to the task*, peak performance results will not be realized.

The situation is comparable to Benjamin Franklin's observation that for want of a nail, the shoe, the horse, the rider, the battle and the war could be lost. Good employees and their performance need not be lost to correctable problems that can be attended to quickly and effectively.

Narrow-Niche Motivation

Motivation is a complex system. Motivation can be fragile, easily distracted or inadvertently can occupy a very "narrow niche." People want to succeed. Yet many stop themselves without meaning to do so because of the way they have unintentionally limited the kinds of incentives that will appeal to their motivation.

That is, *individuals have characteristics, often unknown to them, which narrow the circumstances in which their motivation will function as it should.* Narrow-niche motivation works the same way as a narrowly positioned product or service in the marketplace. However, most managers are expected to be able to function in a wide variety of situations ranging from planning and implementing to leadership and influence.

How to Recognize Narrow Niche

The sub-optimum performance that results from narrow-niche motivation comes in many forms. Examples are poor results, peer and client relationships that don't work well, unrealized potential, lost opportunities, frustrating behavior and more.

When performance feedback doesn't work and monetary incentives have only a fleeting effect and encouragement falls on deaf ears, then you have a narrow-niche problem to solve.

Typical "fixes" run the gamut. They include the usual "meaningful talks," threats, sending the individual to a seminar, rearranging the job situation, peer pressure and other common sense strategies.

But the only proven and *predictable* response known to work is a mentor in one form or another. An important question is, "Who should be the mentor?" The answer pivots on the issue of the skill to make the needed changes. Expanding the means of motivating an individual is not an easy task.

Only an individualized approach has proven effective in creating systematic results. It works by positioning the motivation in a wider frame of reference. However, the know-how to do the right thing, the right way at the right time is a specialist skill.

Just as you would not teach your children those things reserved for the schools they attend, you cannot afford to personally play the specialist role to fill in the missing pieces that narrow an employee's motivation. You may believe that the employee "knows better." Of course, s/he may know s/he "should" do as you wish, but knowing and doing are out of sync. *The reasons are similar to smokers who want to stop and can't; the person is out of sync with himself.*

Choices or Limits

Do you know people who will only perform if certain conditions are met? If a person willingly chooses such a personal policy to define his realm of performance, that is one thing. For example, some people in the professions choose to exclude management responsibilities from their career pursuits.

On the other hand, if the person has such limitations built into his or her thinking and is not aware of it, there is opportunity for personalized motivational coaching to manage the situation more effectively. The goal is to provide the person with the broadest possible range of motivated performance for their situation and objectives.

Supervision will not ordinarly solve motivational-niche problems. It is well documented that the key to removing limits to maximum performance is the focusing of one's motivation for particular goals. Motivational coaching can do that.

Many individuals can be observed with a narrow motivational niche that only works under the most limited of circumstances. All it takes is for motivation to be out of alignment with the job tasks and lackluster results are the outcome — in spite of good intentions. As in the case with a smoker who tries to quit, the intention is there, but something is missing to make it work as desired.

You may have seen the ads run by the *Wall Street Journal* that compared two college graduates of the same school with the same potential. Ten years later, one was a CEO and the other an "also ran," low-level manager. The difference is motivation. You have people on your staff now who perform at widely differing degrees of success. All things being equal, the *difference* is in their motivation.

Turnaround Results

A senior executive, J.K., at a large financial organization, had difficulty transitioning from a back-office technical expert to a senior customer-relations officer. After numerous talks proved fruitless, exasperation set in with decision makers when cordial relationships with important clients and senior executives within his own organization were not forthcoming. He was still thinking about his new jobs in terms of his previous role. "Talks" did not help.

But after several sessions of coaching, his over-reliance on technical issues was reduced by providing him with new and powerful interpersonal and persuasive skills. His meeting skills were given new polish and a case of presentation jitters was resolved, quickly making him one of the most valued members of his management team.

The Insider Track

To get results from people, motivation must be considered the prime ingredient. Recent years have seen major strides in the development of reliable, positive and predictable techniques for creating peak performance. While motivation is much discussed and responses such as salary incentive systems are much in evidence, motivation is seldom thoroughly understood.

The development of specialized methods in the last decade has made individual performance development a powerful means for rapid and certain results. Communication techniques have evolved along with important new developments in several disciplines that make motivational coaching a viable option in the arsenal of management strategies.

Two Out of Three Solutions to Motivational Issues

There are at least three established ways to deal with sub-potential performance: employee assistance programs, intensive supervision and expert motivational coaching.

Employee Assistance Programs can succeed on issues that have to do with behavior that is truly dysfunctional. EAP's by

design, are *not* positioned to effectively deal with narrow-niche behavior that is not properly organized.

Supervisory skills deal with managing job-related "events" to get results. For example, to accommodate limitations in a subordinate, supervisors can change task assignments or working relationships and other actions that affect the tip of the motivational iceberg. The "meaningful talk" is perhaps most commonly used. When these do not work, the person is a candidate for either an EAP or for turnaround coaching.

Supervisors are not equipped to get at the deeper, more subtle aspects of motivating an individual. Supervisors are limited by the very nature of their work. Their roles are not to be amateur psychologists. They need to be able to take for granted the employee's ability to deliver . . . . within the bounds of normal job demands.

In chess, the master player, like the supervisor, wants to move the pieces on the board according to a winning game strategy and not worry about whether or not the pieces are up to playing their respective roles.

The positive, third alternative:

Motivational coaching does achieve results where EAP and supervisory efforts cannot. Coaching deals with the organization of the person's motivated behavior and synchronizes it to the objectives at hand and the corporate culture's expectations . . . . *and* the individual's personal goals.

Some observers may feel a lackluster performer needs to get out of his own way. At times that is more or less what needs to happen to the narrowly niched individual. At other times the employee makes erroneous assumptions about roles, relationships and the way the "real" world works.

Admitting to a personal limitation, *if* the person knows he has a limitation, is one of the hardest personal issues of all. Some sub-optimum performers go to surprising lengths to actively avoid interacting with people who indimidate them. They "hide" in technical tasks. Still others cover up fears such as stage fright during presentations by oblique avoidance maneuvers.

Hidden agendas of this kind are quite commonly resolved by skilled coaching experts who can identify and manage these difficult examples of the narrow-niche individual. To reach leverage points for positive changes in motivation, specialized training and experience is called for. One needs experts who are knowledgeable of business realities and trained, certified, and experienced in motivational expertise.

In essence, if supervision doesn't do the trick and if the issue doesn't fit within an EAP framework, then, short of termination, coaching is a viable option.

Do It Yourself Motivation?

Of course, as a decision maker, you have the "make or buy" choice. You can attempt to motivate the person using common sense and any incentive that you can put into the situation. Yet, any manager who has attempted to get a friend to stop smoking has had the direct experience of an obvious motivational discrepancy. At a subtle level, the same kind of situation occurs when trying to motivate a narrowly motivated employee.

The causes of narrow motivational niches are not easily found or managed into shape. Ordinary talks and persuasion will not work when the source of the motivation is out of reach of the decision maker. Even if the person wants to do the task, something gets in the way and prevents the desired result. Specialist skills are sometimes needed to cost-effectively cause the situation to improve . . . . when the person is *worth* improving to you.

What Goes Wrong

Often as an individual's job responsibilities and supervisory demands change, corresponding changes in employee motivation and performance lag behind. Many an individual cannot independently adjust his behavior on his own to match the demands of a changed situation.

Sometimes, expecting people to be able to respond as you wish on their own volition is analogous to a surgeon trying to take out his own appendix. It just is not possible to do that kind of process on one's self. Similarly, self-initiated motivation can be subject to the laws of chance rather than choice when the individual is at odds with himself or at odds with the job in some obscure way.

OTHER OPTIONS

Of course, the decision maker has the options of managing events through administrative alternatives. Some will try to accommodate the person through rearranging the job in some way or by transferring the person. Others will simply replace the person and suffer the consequences.

Consequences and termination may likely include the negative affect on the morale of bystanders who worry about a similar fate. Yet, few decision makers are inclined to simply live with the situation of sub-optimum performance. Something must be done if performance is the goal.

The Seminar Option

One of the most used "fixes" is to send the person to a seminar on a topic that seems to have relevance to the problem. An enthusiastic employee may return to the job, but how long does the "fix" last? Usually a couple of weeks. Then the old issue reasserts itself and the result is a wasted effort.

While the seminar option may seem a low-cost way to hopefully obtain results, your own experience will tell you that it is the exception, not the rule, for a seminar to have the desired impact. *The intervention must be specific to the person to have any real effects.*

Any performance is the result of three factors: 1) motivation, 2) means and 3) opportunity. The performance may be as minor as writing a memo, to as large as reorganizing a company.

In management this translates into three questions:

1) Does the person really, down deep, *want to* do the task at issue?

2) Does the person know *how to* do the task?

3) Does the person have the *chance* to do the task?

If technical know-how is adequate and if the organizational environment is not part of the problem, the two most frequent limitations are 1) the person is not fully motivated or wanting to do the task due to his "narrow-niche" motivational state and 2) the person often lacks some aspect of the interpersonal leadership skills needed to gain the cooperation and support required from others.

The Communications Approach

Corporations have tried many methods to elicit the best possible results from managers and professionals. Fads have come and gone. Yet one idea is firmly established: motivation is partly in the individual's makeup and partly a matter of how the person interacts with his job context.

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Managing both aspects is necessary for viable results. The approaches of some schools of thought, resembling aspects of voodoo, do not have the effectiveness of straightforward communication methods that get beyond the person's limitations to reach the mainsprings of motivation. Communication techniques are uniquely effective for a turnaround in behavior and the happy outcome of performance gains.

When to Use Specialists

Seldom is it effective for decision makers at any level to coach and counsel subordinates whose motivation is misdirected. A reasonable rule of thumb is that the process of correcting sub-potential performance becomes *cost-ineffective* after two or three attempts to reason with the individual. If the supervisor has not achieved results in that time, the issue is probably beyond the reach of a supervisor's role or motivational expertise.

Here is an example of how subtle these issues can be. A vice president in a manufacturing company experienced frequent conflicts with his president. Periodic flare-ups caused both men extensive aggravation. The president felt he could not reach any decisions with his subordinae without a time-consuming argument. A crisis was in the making.

Coaching revealed that the vice president actually *believed* that he would be seen as a "yes man" if he agreed with important decisions too easily. He wanted to have a detailed discussion of the pros and cons even when detail was not called for. Somewhere along the way he lost his perspective on when to think in terms of the big picture instead of details. Neither man had a clue that this was the cause of their stress. Coaching quickly cleared up the issue.

Costs

You know that losing an employee is an unhappy event overall. Estimates of the cost of turnover range from the equivalent of one to three years of the person's salary. Time is also a cost.

How long does the communications approach to motivational coaching take? A trained professional can quickly assess a situation for its potential. If there is the possibility of achieving the desired results, the outcome can be produced in a matter of weeks in most cases. Sometimes less.

For a fraction of the annual salary of the individual, *a winning situation can be developed.*

When Coaching Is Useful

A narrow-niche motivational issue can be recognized by obvious clues. Many executives have compiled the following list of items that indicate when a person is a possible candidate for motivational coaching:

- conflict among key people
- strained relationships
- lackluster results
- customer complaints
- a declining reputation
- unusual behavior
- missed deadlines
- unproductive meetings
- moodiness
- self-serving rationales
- evasiveness
- poor preparation of tasks and substandard results
- interpersonal clashes
- and more.

New developments in performance-enhancement techniques make behavior changes a routine occurrence which, in the past, were thought difficult or impossible.

Attitude or Intentions

When individuals don't match expectations *and* there is nothing in the environment to stop them *and* there is no lack of technical skills, one looks to motivation for the means to improve the situation. Some situations behave as though the individual is putting on the motivational gas and the brakes at the same time. The result is lots of energy with no progress.

Sorting out such a problem is not an easy task. Supervisors may become frustrated or feel the employee has an "attitude" when the desired response is not forthcoming.

Sub-potential performance is often the result of the well-intentioned individual wanting to perform but having a personal hidden agenda, out of awareness, that sabotages the momentum of motivation and limits the range of useful incentives. Frequently, the person's sense of identity is in conflict with some aspect of the job. Sub-potential performance in any shape or form is a clue to the existence of narrow-niche motivational conflict and confusion.

The Role of the Coaching Process

The initial task of the motivational coaching expert is to help you assess the situation and ensure that nothing in the environment stops the performance. That is, expect the coach to map the issues involved in a careful and complete way. This often involves interviewing others in the situation to gain a complete understanding of causes and possibilities. If the situation has the ingredients to be cost-effectively resolved to your satisfaction, then the personalized coaching process can begin.

Assuming the person's technical know-how is sufficient, then the coach concentrates on motivating the person from within themself. A wide range of issues may be addressed which is one of the reasons for finding a well-qualified expert. The coaching client may need any of a number of items to be addressed. Experience shows that needs may range from single-issue, such as erroneous conception of his role, all the way through a gamut of several items, such as interpersonal and management skills.

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Typical areas which may need development include items such as these:

- positive self-image
- management image and style
- platform skills
- stress management
- communication style
- attitude
- interpersonal communication
- organizational change methods
- leadership skills
- time management
- persuasion and influence skills
- supervisory skills
- mood control
- boss/subordinate relationship
- customer relations
- rapport techniques
- selling techniques
- interviewing techniques
- and more.

Trying one approach after another holds out the remote possibility of a lucky hit. It is well documented that most attempts to motivate people amount to trial and error. That is an expensive and dicey way to extract the performance potential from a person. On the other hand, using the appropriate expertise can help prevent performance problems or turn around those situations that need attention.

When people are stuck in their limitations, you are faced with the situation represented by the idea that: "If you think you can or if you think you can't, you are right!" At a very subtle level, managers who are not clearly self-motivated *across the board* to do their jobs, *believe* they *can't*. And, of course, they are right. Those people need a special boost to focus their energy and skill and align themselves with the needed results.

Organizations which have successfully used coaching for narrow-niche issues are both large and small and cover the entire business spectrum from finance and manufacturing to health care and data processing. A few examples are: American Cyanamid, Charter Medical, CIGNA, Medical Data Systems, Mercedes Benz, Merril Lynch, MidLantic National Bank, Primerica, Time-Life and Warner Communications.

Payoffs

Of course, the primary result of turnaround motivational coaching for the narrow-niche person is a fully motivated and performing individual. You get the results you have the right to expect. With such a cost-effective program you can achieve the results you need for a peak-performing team. A brief analysis with an expert can save many a "loose nail" and help you win your competitive battles with a fully functioning management team. ❐

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Joseph Yeager, PhD, *is an experienced consultant to Fortune 500 companies. He is internationally recognized as the innovator of Linguis-Techs™ communication programs. He has coached senior executives in major corporations on management and performance issues. He is the author of numerous books and scores of articles on management. Currently he is collaborating with Rodger Bailey and Donald Burnstine on computer applications of linguistics, as well as consulting with the Eastern NLP Institute. He can be reached at 1251 Eagle Road, New Hope, PA 18938 or 215-860-8152.*

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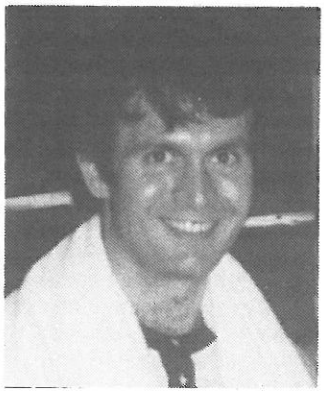
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NLP IN SPORTS



ANTHONY J. MEDURI
Director
Sports Training Institute

THE ANATOMY OF CHANGE

One of the things that makes sports as a science such a fascinating, intriguing and multi-dynamic conceptualization is that the natural world is fashioned in an "interesting" way. By this, we specifically mean that its structure is not so complex that our study of it is a doomed and hopeless task, nor is it so simple that it is rapidly completed and found trivial, like a game of tic-tac-toe. It is both a challenging and a challengeable problem. This combination holds a special attraction to the human mind, as is witnessed by the fantastic commercial success of puzzles like Rubik's Cube. When we embark upon the successful solution of other puzzles we invariably do so under the assumption that certain ground rules are being adhered to. We expect that all the pieces are present in the jigsaw puzzle. There is a tacit assumption that there is a word at the heart of the game of twenty questions. The Rubik Cube is assumed to be solvable from the starting position. These assumptions are so habitual that they are unspoken.

The practice of "sports science" also rests upon a number of presuppositions about the nature of reality. We usually take them for granted. This is not only because of unconscious familiarity, but even more so because of our inherent ability to internally orchestrate those vital instrumentalities of change so compelling to congruently bringing about closure on a multivariate, broad-spectrum basis. Notice that . . .

> *. . . the metaphysical presuppositions of science . . . are never explicitly defended or even considered by themselves by the inquiring scientist. They arise as aspects of the given activity of inquiry, as its structurally implicit presuppositions, not as consciously held philosophical axioms preceding it. They are transcendental preconditions of methodological thinking, not explicit objects of such thinking; we think with them and not of them.*
>
> — Michael Polanyi

They enable us to proceed most effectively from simple experience of the world to knowledge about the world. The most obvious are the following:

1. There exists an external world which is external to our minds, and which is the unique source of all our sensations.
2. This external world is ultimately rational. "A" and "not A" cannot be true simultaneously.
3. The world can be analyzed locally without destroying its essential structure.
4. The elementary entities do not possess what we call free will.
5. The separation of events from our perception of them is a harmless simplification.
6. Nature possesses regularities, and these are predictable in some sense.
7. Space and Time exist.
8. The world can be (contextually and in a manner of accuracy) described by mathematics.
9. These presuppositions hold in an identical fashion everywhere and everywhen.

Not all of these nine items or statements are totally independent, and the list makes no claim for completeness or ultimate correctness. It serves to convey to the reader the frame of mind that the average sports scientist (be it sports psychologist, exercise physiologist or physiatrist) will have to conjure with in the very near, very real future. With sports involvement both on a professional and leisure participation scale doubling every two years, basic interlocking directives such as those enumerated will help to forge a genuinely more congruent springboard to developing an overall framework for the continued development of human excellence in action.

Although most of the presuppositions stated may very well seem obvious or obligatory to the educated group of readers who contribute and subscribe to this new age journal, the restatement of said aphorisms is still a necessary and poignant introduction to the future world of physiologic excellence as portrayed in the actions of sports and sports involvement. Something more than a desire to investigate the world may be necessary in a culture in order to endow a sub-group of its members with even the most basic assumptions about the rationality of the world. Curiosity alone is not sufficient — there is a burning need to find, unearth and integrate a fire in this crucible.

> *It has become increasingly evident, however, that Nature works on a different plan. Her fundamental laws do not govern the world as it appears in our picture in any direct way, but instead they control a substratum of which we cannot form a mental picture without introducing irrelevancies.*
>
> — Paul Dirac

> *Scientific concepts are inner pictures.*
>
> — Heinrich Hertz

And so we experience change on a myriad number of seemingly diverse levels. In the act of sports involvement we experience change both of the body and the mind, coming together most appropriately in the body/mind connection, preeminent and inscrutable. The real "fire" in this crucible may indeed be the ability to orchestrate the basic directives of language from an unconscious intuitive allurement to the certainty of conscious competency. In that very instance, *participation* is the "Rosetta Stone" — so that "trying" is most aptly replaced by "doing."

> *There is a school of mathematical physicists which objects to the introduction of ideas which do not relate to things which can be observed and measured . . . I hold that if the introduction of a quantity promotes clearness of thought, then even if at the moment we have no means of delineating it with precision, its introduction is not only legitimate but desirable. The immeasurable of today may be the measurable of tomorrow.*
>
> — J.J. Thomson

The best *is* yet to come . . . from the inside . . . out. Joy, fascination and curiosity are the wellsprings toward creativity and continuity. They are the progenitors of life impassioned and they may very well also govern it.

> *Had we but world enough . . . and time . . .*
>
> — Andrew Marvel

Anthony J. Meduri, PhD, Dsc, *is a certified Athletic Trainer and Director of the Sports Training Institute, 239 East 49th Street, New York, NY 10017, 212-752-7111.*

BOOK REVIEW



NANCY BEPLAT
Partner
Key Concepts

Stalking the Wild Pendulum
By Itzhak Bentov

Stalking the Wild Pendulum; on the Mechanics of Consciousness has a 1977 copyright date with the most recent printing in 1988. In an era of pop books with a life-span of a few months, it is gratifying to find a book that endures. I think its longevity has two reasons. The book is well organized and it poses intriguing hypotheses about phenomena which do not yet have answers.

Bentov presents his ideas in a delightful format using illustrations and everyday analogies for clarification. I find the material as fresh and thought provoking as it was the first time I read it. Bentov comes across as an engaging storyteller. He uses the logic of quantum physics to explain and interpret his understanding of man's levels of consciousness.

Bentov begins by describing different types of oscillating systems. He uses examples of vibrating sound generators as oscillators which produce wave patterns. He considers the sound generators of the human body in this category as well. He employs diagrams and analogies to show how sound generators and the resulting waves are similar to other wave-producing elements.

"We may describe an oscillator as any object that moves in a regular, periodic manner." (p. 31) This could be a vibrating string, a pendulum, or any other element that periodically alters its environment. One behavior of oscillators is their tendency to entrain. Suppose we have a number of pendulum clocks ticking away in the same room. If one adjusts the pendulum swing of each clock so that it will be out of phase with the other clocks, the pendulums will gradually move toward a common beat. They act as if they were locked together. At this point, if one clock's pendulum swing is disturbed, it will quickly come back into phase with the other clocks. "The larger the number of oscillators within such a system, the more stable the system, and the more difficult it is to disturb." (pp. 32-33)

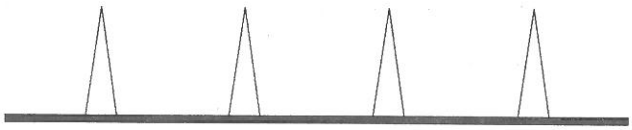
Since the human body is considered to be an oscillator (Bentov gives an oscillation rate of seven times a second), it is capable of entrainment with other "oscillators." (This idea reminds me of the correlation of a group of women who maintained a sympathetic relationship over an extended period of time, and the subsequent adjustment of their menstrual cycles to a similar periodicity.)

Bentov titles chapter three, "A Morse Code of Action and Rest." (p. 57) He states that the universe and all its parts are forms of this pattern. To emphasize this point, he uses the motion of a pendulum as a model. As it comes to its point of rest, the pendulum slows down until it stops, then moves in the opposite direction. In analyzing this transition point, according to theories of quantum mechanics, we have a different kind of interpretation of the world in which "the causal relationship between events breaks down." (p. 65) This discontinuity means there is a possibility that matter could move with infinite velocity. This might mean that a material point could be anywhere in space during this "stop-time." Bentov thinks it is possible to expand "stop-time" so we could take advantage of this event and explore this "way-out reality."

Many people report having had experiences with time distortion. Our language, for instance, describes time as dragging or as flying by. Based on his own experiences with meditation, Bentov suggests an experiment where the reader can test time distortion and discover how to deliberately slow down or stop time. All one needs is a watch with a second hand and the ability to do visualizations. The first step is to put the watch in front of you so you can easily see it through half-closed eyes. Second, quite effortlessly, follow the second hand and absorb and remember its rhythm as it moves. Third, close your eyes and remove yourself to some other remembered place (the beach, for instance), having the experience fully in all representational systems. Fourth, when the experience is intensely present, slowly open your eyes a little and, as a disinterested observer, glance at the dial. " . . . You may see the second hand stick in a few places, slow down, and hover for a while. If you are very successful, you'll be able to stop the second hand for quite a while." (p. 76)

This stopping or slowing of time Bentov calls "way-out realities" in comparison to our accepted notion of "solid" reality. He uses the following diagram to represent the two realities. Most of our awareness is in the solid reality with only small flicks into "way-out realities" of altered time and space.

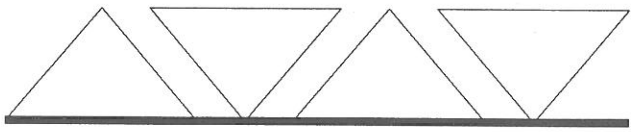
Way-Out Realities



Solid Reality

If we could learn how to stop time, we could stretch out our awareness of higher consciousness. Having this skill, we could balance our experience of both realities in the manner depicted in the second diagram.

Way-Out Realities



Solid Reality

This information may whet your appetite for some provocative reading. The book has ten chapters describing various aspects of the "mechanics of consciousness," including a chapter on intuitive knowledge. These chapters are followed by an appendix which discusses the physio-kundalini syndrome. I highly recommend this excellent book. ❐

Nancy L. Beplat *is a certified trainer of NLP. She is a partner of Key Concepts, a musician, visual artist, and teacher. She is a PhD student in The Fielding Institute's Human and Organization Development program. She can be reached at 1990 Greiner Street, Eugene, OR 97405, 503-343-9329.*

SPECIAL FEATURE

We thought our readers would be interested to hear of a book that provides both a personal eyewitness angle to the developers of NLP and also outlines the historical development of the techniques and concepts.

In 1972, Terry McClendon was a student at the University of California, Santa Cruz, at the same time as Richard Bandler. Terry was a participant in many of Richard's early gestalt groups. Around this time, John Grinder, who was a teacher at the university, also became interested in Richard's work. Terry was to witness the developing relationship between John Grinder and Richard Bandler, which led to the shaping of Neuro-Linguistic Programming as a powerful model of human communications. Terry was a participant in most of Richard and John's early groups which experimented with ideas and tech-niques that later became part of the NLP model. He was also instrumental in the creation of some of the strategies techniques outlined in *NLP Volume 1*.

Terry brought NLP to Australia in the late seventies and subsequently settled there. He is founder and Director of Training for the Australian Institute of Neuro-Linguistic Programming and a Master Trainer with the Society of Neuro-Linguistic Programming.

NLP: The Wild Days — 1972 to 1981

By Terrence L. McClendon

During the middle seventies when the Vietnam War was coming to an end there were a lot of anti-war demonstrations going on throughout the U.S. The University of Santa Cruz was not much different from other universities. Protest marchers would get together to march against policies of the USA in Vietnam whenever they could find the opportunity.

One protest march that stands out in my mind was an organized march that took place on the streets of Santa Cruz. One of the organizers of this march was none other than John Grinder. John was a bit of a radical at this time in his life with his t-shirt, denims and longish hair. He took on the responsibility of organizing what he called "infinity groups," which sounds like something left over from his military service days. These groups consisted of three people, who were to look after each other as they went through the protest march.

John and his troops were stationed at the intersection of Highway 9 and Mission Street to blockade the highway. To counter the blockade were police officers from Santa Clara Tactical Squad with their batons and tear gas. So imagine, if you can, the infinity groups marching down the road, towards the blockade with everyone reassuring each other and John telling everyone to stay together and watch for your infinity group members!

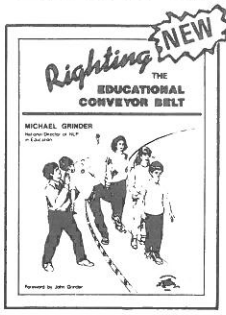
Meanwhile Richard Bandler was doing a personal protest of his own on the streets of Santa Cruz Mall. In his Super Sport Malibu he was roaring up Front Street, the main street of Santa Cruz, driving so close to the Santa Clara Tactical Squad that they literally had to jump out of the way of the approaching car. The police were diving off the road left right and center. For a while after this episode, Richard and his yellow Malibu SS kept a very low profile around Santa Cruz.

Looking back, it is this type of scenario which truly reflected the approach to life and attitude of the two key players in NLP.

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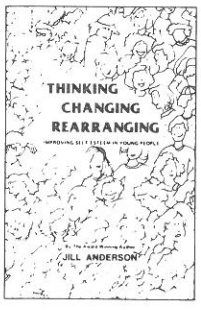
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WYATT WOODSMALL
Founder
National Training Institute for NLP

LIFELINE THERAPY™ — Part III

Why Most People Experience Time as a Line How do people normally represent their experience of the passage of time (temporality)? How does one denominalize the experience of time? How does a person tell what events in their past happened before other events? If a person can arrange the major and minor events of their life chronologically in time, then they have to have some way to do this. How is it possible to remember events chronologically? This is the question at the heart of Time Line Therapy™ and one of the questions at the heart of Lifeline Therapy™.

As was mentioned previously, the notion of time as being on a line has persisted throughout the history of mankind. The persistence of this idea is not just due to the fact that our temporal language is riddled with spatial metaphors. This is to put the cart before the horse. It is also riddled with spatial metaphors because the spatialization of time is part of the universal experience of mankind.

Of all the distinctions a person is called upon to make, the one with the longest continuum is the experience of the chronology of the past; and this continuum gets longer every minute. How does one sort events into before and after? How does one remember in what order events in the past happened? How is one able to tell the chronology of two long-past events which happened close together in time?

What continuum can one find in one's internal experience that has enough distinguishable elements on it to allow their experience of the chronology of time to be mapped onto it? What submodality or combination of submodalities allows of enough distinguishable gradations to allow a one-to-one mapping of the chronology of temporal experiences?

It would obviously have to be an analogue as opposed to a digital submodality, since analogue submodalities are most efficient for representing analogue experiences. It should allow for simultaneous access to be efficient. This rules out auditory submodalities, because all auditory distinctions are time-dependent and must be assessed sequentially. It wouldn't be a kinesthetic submodality, because kinesthetic distinctions are not sufficiently precise. This leaves visual. (This does not mean that everyone represents time this way. This is the most efficient way. Some people do not represent time efficiently, however, and are limited accordingly.)

Visual is the most efficient representational system in which to represent as long and detailed a continuum as our temporal experience. So what visual submodality will work best? It wouldn't be brightness or focus, because these are difficult to quantify and because they lack sufficient variation. This leaves only the submodalities of size and distance. These are the primary spacial submodalities. Of these two, it is easier to distinguish changes in location on a line than in the area of a shape.

Thus it makes sense that most (but not all) people would use location on a line as a mapping for the multiplicity of their temporal experiences. Location on a line is the easiest and most efficient way to map a complex continuum. This is why the spatialization of temporality and the concept of time as being on a line is so persistent in the history of humanity. This is by far the easiest way to make temporal distinctions. Location on a time line is the easiest way for the mind/body to distinguish the temporal order of events.

A person may use other submodalities to supplement the submodality of distance. Thus, pictures may differ in size, brightness, focus, color, detail, transparency, dimensionality, etc. The particular combination of other submodalities "customizes" the time line for each individual.

Tips for Time Line Travelers

All time line processes involve experiencing the time line and then traveling relative to it. The easiest way to experience it is visually. The easiest way to travel on it is to float above or beyond it and then travel parallel to it until one re-enters it in some other time.

For some people it is easiest to physically move along the time line. For these people, have them locate their time line in space and then walk along it. If necessary, have them draw it on the floor.

All time line work involves mild to deep trance. Having someone float above their time line is the equivalent of going to Erickson's "the middle of nowhere." Refractionation or the repeated moving in and out of trance can help to deepen the trance experience and make time line work easier.

In time line work, it may be helpful to have the person place a flag above the present on their time line so that they can return

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to that time easily. They can also tie a string to theirself and attach it in the present.

Time line work becomes easier the more one does it. It may take some getting used to for some people. Patience and perseverance are important. The rewards in terms of rapid and effective change work are well worth the effort.

Direction of the Time Line

Leslie Cameron-Bandler is credited with creating the metaprogramming distinction of "in time" and "through time." Through-time people live their lives according to a clock. They have a sense of the passage of time. They are on time to appointments or, if they are late, they are aware of it and concerned about it. In-time people, on the other hand, live their lives in the now. They are not aware of the passage of time. They are chronically late to appointments and are not bothered by the fact that they are late.

In-time people usually have time lines that run front to back, and through time people usually have time lines that run from side to side.

To determine the direction of a person's time line, ask them to close their eyes and point to the past and then to the future and then to the present. An alternative approach is to have the person think of something that happened in the past, and see from what direction the memory comes to them. Next, have them think of something that they think will happen in the future, and see from what direction that memory comes to them. If neither of these approaches works, then have them ask "the part of themself that arranges all of their time inside" where the past and future are.

In all cases of determining the location of the past and future, it is the process differences between the memories and not the content that makes the difference. People will often say that they know that one event was earlier, because they lived in a different location earlier and they recognize the location in the memory. In this case, they are focusing on the content. Have them, instead, focus on the process and notice the differences in the form of the images.

People's time lines are usually front-to-back, side-to-side, top-to-bottom or in a V. (In rare cases they are in other shapes like a helix.) The question is whether the time line at any point breaks the plane of the body. A through-time person has their past, present and future completely in front of them and not inside of them or behind them. An-in time person has some part of their time line behind them or inside of them. They speak of "putting their past behind them" and "looking back and laughing."

For most people whose time lines run from side-to-side, their past is on the left and their future is on the right. This corresponds with the eye-accessing patterns for visual remembered and visual construct. If the person is reverse wired, then their past and future usually switch sides. Most people whose time lines run side-to-side have them in a curve rather than a straight line. They are usually in the shape of an arching curve with the images positioned in such a way that part of each picture is visible. If the images are in a straight line then they will block each other unless they are far enough in front to be visible.

A person's attention is attracted by whatever part of their time line is right in front of them and most noticeable. This is the part of their time line that will be most compelling for them. If the part that is most compelling is not the present, then the person may have trouble functioning effectively in the present.

For people whose time lines run side-to-side, if either the future or the past gets bigger and brighter the further out it goes, then the far future or far past will usually be more important than the present. These people are usually good at long-term but not short-term planning if they are future oriented. If the near future or near past is bigger or brighter, then it will be more important to them.

Frequently, in-time people will have part of their past "creep" around in front of them so that it is most noticeable. In this case, to assist them in reorienting to the present have them, literally, put their past behind them.

Also, in-time people who have their time lines front-to-back are not able to see beyond the picture in front of them unless the pictures are transparent or the line is at an angle. If a person is in time with their time line straight and front to back and if their present is right in front of them, then they will be very present oriented since this is all that they can see. If their past is right in front of them, then they will be focused on the past since this is all they see. If their future is right in front of them, they will be focused on the future since this is all they can see.

Some people have bends in their time lines that cause parts of it to be blocked from view. In general they will not be influenced by that part of their time line that they can't see. Be aware of the parts of their time line that are blocked or behind a barrier. If these are in the past, then the person will usually have amnesia for them. In fact, this is an effective way to create amnesia.

By compressing or expanding a person's time line it is usually possible to increase or decrease the urgency of doing things. This will depend on whether they move toward and away and on whether they are in time or through time.

Be on the look out for any discontinuities in a person's time line. These usually mark digital shifts that will result in category shifts in their responses.

Submodalities of the Time Line

Once a person discovers their time line the next thing is to have them explore its submodalities. Have the person float above their time line to where they can observe it. Next have them note its submodalities. Discover if there are any differences in brightness and color between the past, present and future.

People usually have some other submodality in addition to location to help them distinguish between the past and the

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future. People need to, and usually are able to, distinguish between facts and possibilities. For most people their future has some indicator of uncertainty. It may be dim, hazy, out of focus, transparent or bordered. If people's futures are too detailed they may become fanatical. This is also an invitation to disappointment, since people's futures seldom turn out exactly as planned. Also, if their future is too clear they may see the end of it and program their own death. In general, a person's future should be a set of possible paths.

Some people may say that they have no future. This usually indicates that some part of them is blocking their experience ofthe future. It is best to reframe that part. It is difficult to do certain NLP techniques such as swish patterns on a person with no future.

It helps for people to have their past, present and future all there and for it to be all equally bright. If not, then have them make their time line bright and shiny. Often people have a "dark past" or a "dark future." It is important that their future be bright and perhaps even "rosy."

If people have dark spots on their past time line these frequently represent traumas in their past. Lightening these dark spots may reveal repressed material. This is best done cautiously. Ask the conscious and unconscious minds if it is appropriate to remember the event. If it is then have the person dissociate and anchor the dissociation. Then have them observe the material as if they were watching a movie of themselves. If necessary, doubly dissociate them.

If the person has difficulty adjusting the brightness, have them take a pleasant memory and practice turning the brightness down on it and then turning it back to normal. Once they have mastered this, have them adjust the brightness above normal. Once they can do this, return to the picture with which they are having difficulty.

If memories are too negative, it may be of value to excise those memories from their time line and have them float away forever into the void. Before doing this, it is important to have them preserve any learning associated with these experiences in the special place reserved for all such learning. If a memory is deleted it is important to replace it with another memory or the old memory may regenerate.

It is also possible to have a person "unhook" the negative feelings from the memory pictures. To do this either have the person change the memories to dissociated from associated or have them "unhook" the feelings from the pictures and let the negative feelings fall away from the time line into the void.

To "unhook" the negative feelings say something like this: "When you think of a specific event that is unpleasant for you, **it is okay** to continue to **remember that event**, but it is best to have the emotions **detached** from that event. As you think of that particular event, notice down at the lower right-hand corner (left, if they are reverse wired) a little hook there. What I would like you to do is to **unhook the emotions** that are there. Just unhook them from the event. Now, **step out of the picture** and make sure that you see yourself in the picture. Notice how that changes the event."

As a general rule a person's past should be informational and not full of negative feelings. ❐

This series continues in our next issue.

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Wyatt Woodsmall, PhD, *is an NLP Master Trainer and Master Modeler. He had pioneered in applications of modeling in government, business, industry and spirituality. He is teaching the special "Beyond Self Awareness" workshop throughout the country. Doctor Woodsmall is currently working on two books,* The Science of Advanced Behavioral Modeling *and* Beyond Self Awareness. *He can be reached at The National Training Institute for NLP, 801 South 20th Street, Arlington, VA 22202, 703-979-3835.*

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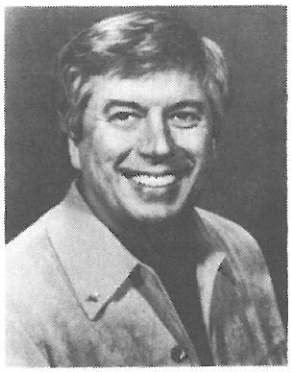
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JUST FOR THE FUN OF IT — Part II

You like words?? Are you as fascinated by the subtleties of nuance and connotation as I am??? Then you should have a rip-roaring good time with this column.

For me, words have more to them than just dictionary meanings and definitions — they have taste, they have smell, they have feel and texture — they resonate when they fit into tailored expression. They ache like cratered teeth when they are mistreated — either by spelling, usage, hyphenization, mistaken identity or, heaven forbid, by malapropinazination. They sing with long "o"s, they purr with "r"s, they explode with "t" "d" "p" and "b"s, they hiss, they hummmm, they clatter. They do all these things for us to add spice to our utterances, tang to our moods, jell to those fleeting moments of ecstasy; and comfort to those times when only one other soul could possibly understand. There's romance in syntax, there's joy in punctuation, and there's mystery in nominalizations. Words beg, they wheedle; they implore, beseech and promise. They tempt. They lure. They giggle. They sparkle; they shine. Take your pick — your choices are endless.

Since they do so much for us, why, then don't we play with them more — just for the fun of it??

Visuals tend to BOOM! through meanings on their way to the next white-hot croix-de-vivre; Auditories blend their mellow subtleties eloquently into a memorable refrain; and the Kinos — ah! the Kinos — weigh each moment for future measure enfolded in some bitter/sweet memory. Digitals do the best they can to avoid any of these if at all possible. The mental cartoon I have of Digitals is of someone having tip-toed through a swamp, emerging therefrom with hems pulled far up the legs in an effort to be neither wet, nor dry; clean, nor dirty — with nostrils held tightly together. Digitals like to use words with the meanings rung out of them — or chewed out like gum on the bed post. They string these ponderous, sterilized digits together into brittle little phrases that elicit from the listener a resounding "HUH?????" thus calling for another repetition of the already incomprehensible.

I've learned to love Digitals by learning to play their way. I modeled several severely digital professors in college and became very good at rendering the simple, the mundane into the thunderously ponderous monstrosities that provide the fodder for any worthwhile bureaucracy. It's simple when you know how.

Care to play?? Come on — take a whack at it. I've listed below 35 very common, very ordinary, and very familiar proverbs, expressions, and everyday sayings disguised now in some good "digitalese." See how many you can recognize!

IN OTHER WORDS . . .

1. Compounds of hydrogen and oxygen in the proportion of two to one that are without visible movement invariably tend to flow with profundity.

2. A body of persons abiding in the domicile of silica combined with metallic oxides should not carelessly project small geologic specimens.

3. Do not utter loud or passionate vocal expressions because of the accidental overturning of a receptacle containing a whitish opaque and nutritive fluid.

4. Where there is sufficient positive volition, a successful conclusion may usually be expected.

5. A superfluity of culinary experts has a tendency to disarrange the beef extract.

6. Cast a stroke at the propitious moment when the silver-white metallic substance is of excessive temperature.

7. A tremendous disturbance of the atmosphere is generally preceded by a corresponding period of absolute tranquility.

8. The customary symbol of regal power does not necessarily indicate desirable mental tranquility.

9. Each mass of vapory collection suspended in the firmament has an interior decoration of metallic hue.

10. The canticle has achieved its definitive conclusion. However, its essential harmonic essence, resisting all natural phenomena, remains omnipresent.

11. A short vocal utterance directed toward the individual possessing a high degree of knowledge meets adequately all the needs of the occasion.

12. Variation form the ordinary or common routine of experience is that which gives zest to man's cycle of existence.

13. Those who possess unusually little intellect often project themselves into situations where the winged, ethereal likenesses of men hesitate to perambulate.

14. He who locks himself into the arms of Morpheus promptly at eventide and starts the day before it is officially announced by

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the rising sun excels in physical fitness, increases in economic assets, and cerebrates with remarkable efficiency.

15. The cognomens of those bereft of efficiency to judgment are definitely similar to the portion of their anatomy that extends from the brow to the lower extremity of the under jaw, in constantly being perceived on display in sights of prominence.

16. The harmonious resonances circumgyrate and emanate at this point.

17. A feathered biped in a gilded cage is equivalent to double that number at large.

18. Equine quadrapeds may indubitably be induced to approach that well-known standard of specific gravity, but not necessarily be induced to imbibe thereof.

19. Calculous concretion in rotary transition gleans slight bryophytic accretion.

20. The incontinently astirring rascorial vertebrate apprehends the lytta-like verminocular invertebrae.

21. It hath been deemed unwise to calculate upon the quantity of junior poultry prior to the completion of proper incubation.

22. Unwanted egotism prophesies the speedy effect of the force of gravity.

23. The placement of the termination as a precedent to the commencement should never be essayed.

24. A vessel under constant optical supervision is hesitant to attain the desired temperature of 100 degrees Centigrade.

25. A canine who expresses his feelings vociferously refrains from using his bicuspids maliciously.

26. To depart from the path of rectitude is characteristic of the human species but to be placable toward the wrong doers is similar to diety.

27. A small, one-eyed steel instrument used at the crucial moment may rescue the square of three.

28. Accelerated execution often produces faulty results.

29. History records painful occurrences between the drinking vessel and facial aperture with which it wishes to contact.

30. Plumaged bipeds of the same genus and species assemble in multitudes.

31. When the humidity attains the bursting point it does so profusely.

32. When the feline quadraped is conspicuous by its absence, the lesser rodents avail themselves of the opportunity to participate in some unrestrained frivolity.

33. Do not traverse a structure erected to afford passage over a waterway prior in time to drawing nigh the same.

34. The act of impartially giving one thing as equivalent for another is not considered unlawful.

35. The absence of enlightenment is an indication of satisfactory developments.

There! How did you enjoy the pompous parade of stuffy phrases?? Charming old- and new-world wisdoms rendered metallic and stiff — kinda like life with all the good stuff taken out. How many did you recognize right off — and how many did you have to use a dictionary to decode??

Make copies of this and share it with your friends! Give'm a good stretch. If you have any difficulty translating any of these, send me an SASE and I'll send you the key. Write: IN OTHER WORDS, Box 1023, Reseda, CA 91335. ❐

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Peace Pilgrim walked more than 25,000 miles across this country spreading her message — "This is the way of peace: Overcome evil with good, falsehood with truth, and hatred with love." Carrying in her tunic pockets her only possessions, she vowed, "I shall remain a wanderer until mankind has learned the way of peace, walking until given shelter and fasting until given food." She talked with people on dusty roads and city streets, to church, college, civic groups, on TV and radio, discussing peace within and without.

Her pilgrimage covered the entire peace picture: peace among nations, groups, individuals, and the very important inner peace — because that is where peace begins.

She believed that world peace would come when enough people attain inner peace. Her life and work showed that one person with inner peace can make a significant contribution to world peace.

STEPS TOWARD INNER PEACE
Harmonious Principles for Human Living
By Peace Pilgrim

In my early life I made two very important discoveries. In the first place I discovered that making money was easy. And in the second place I discovered that making money and spending it foolishly was completely meaningless. I knew that this was not what I was here for, but at that time (this was many years ago), I didn't know exactly what I *was* here for. It was out of a very deep seeking for a meaningful way of life, and after having walked all one night through the woods, that I came to what I now know to be a very important psychological hump. I felt a complete willingness, without any reservations, to give my life, to dedicate my life to service. I tell you, it's a point of no return. After that, you can never go back to completely self-centered living.

And so I went into the second phase of my life. I began to live to *give* what I could, instead of to *get* what I could, and I entered a new and wonderful world. My life began to become meaningful. I attained the great blessing of good health; I haven't had a cold or headache since. (Most illness is psychologically induced.) From that time on, I have known that my life-work would be work for peace; that it would cover the whole peace picture — peace among nations, peace among groups, peace among individuals, and the very, very important inner peace. However, there's a great deal of difference between being willing to give your life, and actually giving your life, and for me, 15 years of preparation and of inner seeking lay between.

During this time I became acquainted with what the psychologists refer to as *Ego* and *Conscience*. I began to realize that it's as though we have two selves or two natures or two wills with two different viewpoints. Because the viewpoints were so different, I felt a struggle in my life at this period between the two selves with the two viewpoints. So there were hills and valleys — lots of hills and valleys. Then in the midst of the struggle there came a wonderful mountain-top experience, and for the first time I knew what inner peace was like. I felt a oneness — oneness with all my fellow human beings, oneness with all of creation. I have never felt really separate since. I could return again and again to this wonderful mountaintop, and then I could stay there for longer and longer periods of time, and just slip out occasionally. Then came a wonderful morning when I woke up and knew that I would never have to descend again into the valley. I knew that for me the struggle was over, that finally I had succeeded in giving my life, or finding inner peace. Again this is a point of no return. You can never go back into the struggle. The struggle is over now because you *will* to do the right thing, and you don't need to be pushed into it.

However, progress is not over. Great progress has taken place in this third phase of my life, but it's as though the central figure of the jigsaw puzzle of your life is complete and clear and unchanging, and around the edges other pieces keep fitting in. There is always a growing edge, but the progress is harmonious. There is a feeling of always being surrounded by all of the good things, like love and peace and joy. It seems like a protective surrounding, and there is an unshakeableness within, which takes you through any situation you may need to face.

The world may look at you and believe that you are facing great problems, but always there are the inner resources to easily overcome these problems. Nothing seems difficult. There is a calmness and a serenity and unhurriedness — no more striving or straining about anything. Life is full and life is good, but life is nevermore overcrowded. That's a very important thing I've learned: If your life is in harmony with your part in the Life Pattern, and if you are obedient to the laws which govern this universe, then your life is full and good but not overcrowded. If it is overcrowded, you are doing more than is right for you to do, more than is your job to do in the total scheme of things.

Now there is a living to give instead of to get. As you concentrate on the giving, you discover that just as you cannot receive without giving, so neither can you give without receiving — even the most wonderful things like health and happiness and inner peace. There is a feeling of *endless energy* — it just never runs out; it seems to be as endless as air. You just seem to be plugged into the source of universal energy.

You are now in control of your life. You see, the ego is never in control. The ego is controlled by wishes for comfort and convenience on the part of the body, by demands of the mind, and by outbursts of the emotions. But the higher nature controls the body and the mind and the emotions. I can say to my body, "Lie down on that cement floor and go to sleep," and it obeys. I can say to my mind, "Shut out everything else and concentrate on this job before you," and it's obedient. I can say to my emotions, "Be still, even in the face of this terrible situation," and they are still. It's a different way of living. The philosopher Thoreau wrote: *If a man does not keep pace with his companions, perhaps he hears a different drummer.* And now *you* are following a different drummer — the higher nature instead of the lower.

❐

Continued in our next issue.

STEPS TOWARD INNER PEACE is not copyrighted and you are welcome to reprint it in whole or part. It has been tanslated into a few languages. We hope it will be translated into many more and published in every country in the world.

The Friends of Peace Pilgrim *wish to continue the spirit of offering her message without charge. Unpaid volunteer workers and many small donations make continued distribution possible. In addition to the book,* Peace Pilgrim, Her Life and Work in Her Own Words, *we have other Peace Pilgrim materials, including audio and videotapes, pictures, postcards, and copies of the* Steps *booklet in Spanish. For a current list write to: Friends of Peace Pilgrim, 43480 Cedar Avenue, Hemet, CA 92344, or call 714-927-7678.*

THE LITE SIDE



KAREN MOHLER
Owner
Focus Inward

METAPHYSICS

Recently, when I answered the usual questions on the registration form for my 20th class reunion, I noticed that every answer was metaphysically based. Have I become a metaphysical nut? Undoubtedly!

When I was a child going to parochial school, I had *so* many questions. Nothing seemed to fit. My grandmother was a Methodist and I was Catholic. I loved her dearly. "If she dies and goes to heaven and I die and go to hell, am I *never* going to see her again? God's not that mean!" Another biggie was, "Why do I have two arms, two legs, can see and hear, do ok in school, etc., and someone else is sitting in a wheelchair, is blind or mentally retarded?" Pretty heavy thoughts for a seven year old.

The fall of 1979 brought some answers to my questions and the beginning of a whole new life for me. "Metaphysics" became one of the most important words in my vocabulary. Over a long lunch, I heard about reincarnation, meditation and other fascinating things. I left the restaurant with eyes as big as golf balls and a list of "my first" books to read.

Like so many people who are introduced to or drawn to an inner quest, I became *compelled* to constantly dig for more information. I would buy four or five books at a time at the bookstore, regularly not just once a month. I would latch on to anyone that I could find who could give me a crash course in Metaphysics 101 — Reincarnation, Karma, Spirituality, Healing, Astrology, Channeling, Psychic Abilities, etc. What is that well-known saying? "I was becoming a metaphysical sponge!"

What fun, though! Light bulbs went on over and over again as I read or heard each new concept — concepts totally different from the ones I had learned as a child. And yet, it was all familiar to me. I knew it. I really knew it! It had just gotten clouded in the cobwebs over eons of time.

Webster's dictionary defines metaphysics as "The branch of philosophy that methodically investigates the nature of first principles and the problems of ultimate reality." I personally like "The interconnection between the past, present and future; reaching into and realizing our oneness with the multi-dimensional, self-aware, infinite and eternal energy of All That Is. Everyone and everything is a different point of view of the energy of All That Is. The only difference is the rate of vibration or frequency."

MANIFEST THOUGHTS AND BELIEFS

We are *co-creators* with All That Is. All of creation is a process, constantly creating and changing. Boy, did this blow a big hole into *my* bucket! But it all felt so *comfortable*. How amazing to literally have the ability and responsibility to create my own reality. Not just once in awhile, but eternally. I always have and I always will. I also realized that this means I can't blame anyone else anymore for something with which I am not pleased. Oops!

I have found the understanding of having total control of my life to be so freeing. Thoughts and beliefs manifest. For example, I realized that the belief, "no pain, no gain," was certainly not serving me very well. Peace and harmony, and doing what I most loved to do, would serve me much better. What do I have to gain by believing that something is difficult? What do I have to learn by believing that something is easy?

I have the ability to create my own playground by realizing the gift of choice and perception. The outside world mirrors our inner self, and every situation is inherently neutral. It is our choice how we perceive it, negatively or positively. It is kind of like the computer phrase: Garbage in...Garbage out. We can choose: Love and enthusiasm in . . . Peace and success out.

Life is one big playground. Time to take *positive* action and play! ❐

Karen Mohler, *owner of Focus Inward, a Business, Personal and Transitional Consulting Firm, is Publilcity Chairman for the 1989 ICPR. She is also on the Education Committee for the Society for Psi Research and Education, a non-profit organization for the purpose of scientific investigation and public education of paranormal phenomena. She can be reached at 1312 South Lemay, Fort Collins, CO 80524, 303-221-2633.*

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EVENTS LISTING

JUNE (For complete June Listings, see Issue #21)

June 23-25
Empowerment Workshop; contact New England Institute for NLP, 413-259-1248

June 24-July 9, Washington, DC Area
Advanced Behavioral Modeling Second Annual Training, *Wyatt Woodsmall*; contact National Training Institute for NLP, 703-979-3835

June 25-27, Montreal, Quebec
Metamanagement: Using NLP with Groups, *Robert Dilts*; contact Metaformation, Inc., 514-486-1282

JULY

July 1-24, Zermatt, Switzerland
International V NLP Conference — Practitioner, Master and Training Certification and Hypnosis and Business Certification; contact International V NLP, 813-596-4891

July 8-9, New York City
NLP for Teachers, *Robert O'Bannon,* School Principal and NLP Master Practitioner; contact NYTI for NLP, 212-473-2852.

July 14-16, New York City
Anchoring , The Stimulus/Response Connection, *Karen V. Bading;* contact NYTI for NLP, 212-473-2852

July 16-August 6, Seattle
Dynamics of Change, *Will MacDonald, Peggy Dean, Jeffery Hatch* and Two-Day Intensive with *Richard Bandler;* contact NLP Northwest, 206-286-1413

July 21-30, Provincetown, Massachusetts
5th Annual Ericksonian Hypnosis Certification Training, *Paul Carter, Anne Linden* and *Steve Goldstone*; contact NY Training Institute for NLP, 212-473-2852

July 22-August 12, Bali, Indonesia
Bali: An Adventure in Cross Cultural Modeling, *Anne K. Entus;* contact Metaformation, Inc., 514-486-1282

July 22-August 6
4th Annual Camp NLP; contact Eastern NLP Institute, 215-860-0911

July 27 (Program Begins), San Rafael, California
24 -Day Extended andn/or Summer Intensive Imperative Self Analyst Certification Training, *Metha Singleton;* contact FuturePace, 415-485-1200

July 28-30, Orlando, Florida
Patterns of Persuasion, *Richard Bandler;* contact Oliver Price, New Life Promotions, 813-922-5366

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WORLD HEALING MEDITATION

In the beginning
In the beginning *God.*
In the beginning God created the heaven and the earth.
And God said Let there be light: and there was light.

Now is the time of the *new* beginning.
I am a co-creator with God, and it is a new Heaven
that comes,
as the Good Will of God is expressed on Earth through me.
It is the Kingdom of Light, Love, Peace and Understanding.
And I am doing my part to reveal its Reality.

I begin with me.
I am a living Soul and the Spirit of God dwells in me, as me.
I and the Father are one, and all that the Father has is mine.
In Truth, I am the Christ of God.

What is true of me is true of everyone,
for God is all and all is God.
I see only the Spirit of God in every Soul.
And to every man, woman and child on Earth I say:
I love you, for you are me. You are my Holy Self.

I now open my heart,
and let the pure essence of Unconditional Love pour out.
I see it as a Golden Light radiating from the center of
my being,
and I feel its Divine Vibration in and through me, above
and below me.

I am one with the Light.
I am filled with the Light.
I am illumined by the Light.
I am the Light of the world.

With purpose of mind, I send forth the Light.
I let the radiance go before me to join the other Lights.
I know this is happening all over the world at this moment.
I see the merging Lights.
There is now one Light. We are the Light of the world.

The one Light of Love, Peace and Understanding is moving.
It flows across the face of the Earth,
touching and illuminating every soul in the shadow of
the illusion.
And where there was darkness, there is now the Light
of Reality.

And the Radiance grows, permeating, saturating every
form of life.
There is only the vibration of one Perfect Life now.
All the kingdoms of the Earth respond,
and the Planet is alive with Light and Love.

There is total Oneness,
and in this Oneness we speak the Word.
Let the sense of separation be dissolved.
Let mankind be returned to Godkind.

Let peace come forth in every mind.
Let Love flow forth from every heart.
Let forgiveness reign in every soul.
Let understanding be the common bond.

And now from the Light of the world,
the One Presence and Power of the Universe responds.
The Activity of God is healing and harmonizing
Planet Earth.
Omnipotence is made manifest.

I am seeing the salvation of the planet before my very eyes,
as all false beliefs and error patterns are dissolved.
The sense of separation is no more; the healing has
taken place,
and the world is restored to sanity.

This is the beginning of Peace on Earth and Good Will
toward all,
as Love flows forth from every heart,
forgiveness reigns in every soul,
and all hearts and minds are one in perfect understanding.

It is done. And it is so.

The Rapporter wishes to thank the Quartus Foundation for generously providing us with information about The Planetary Commission. For more information and up-dates on the effect of the ongoing World Healing Meditation, contact the Quartus Foundation, P. O. Box 27230, Austin, Texas 78755-1230, (512) 335-8346. Beautiful color 11 x 17 World Healing Meditation posters can be ordered from them at a cost of only four for $1.00.

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