THE VAK

International NLP Newsletter

Volume X, Number 1 *Winter1991-92*



MEMORABLE SCENES FROM RUSSIA

Genie Z. Laborde

On August 22, the day after the Russian coup was over, Genie Laborde and ten others left New York City for Moscow. Their trip had been scheduled for August 21 but the U.S. State Department said "No". The eleven travelers had pretty much abandoned the idea by nightfall on August 20, but by noon on August 22, all eleven were in New York or in flight to New York. The group consisted of Genie, her husband, George Griffin M.D., her nine year old daughter, Kathryn, a G.L.A. Master Trainer from Sprint, JoAnn Garner, and a new G.L.A. trainer, Randy Meyers. Also in the group were five psychologists who were scheduled to conduct classes in Russia at the same conferences as Genie and her trainers. The trainings had been organized by Russian groups, one in Novasibirsk and one in St. Petersburg. Genie was conducting business trainings and the psychologists were conducting personal growth trainings. All were guests of the Russian government, which meant the expenses in Russia were paid in Rubles, in most cases.

The Novasibirsk four day training of Communication Excellence conducted by Dr. Laborde attracted over 40 participants. Most were Ph.D.'s or M.D.'s and heads of Educational and Medical Institutes. The St. Petersburg two day training contained a similar population, but was even larger in numbers. Russian Translators were used for both trainings.

The following story grew out of that two week trip.

NLP has become synonymous with Psychology in some circles in Russia. An American Psychiatrist sat explaining this to me in a smoky dining room in the most elegant hotel in Novasibirsk. He deplored this because of the lack of knowledge of other psychological approaches. I think he forgot Pavlov. I agreed with him and at the same time thought it mighty exciting to have even the superficial concepts of NLP existing in such a far-away, alien environment. NLP grew here under communism which has got to be a miracle of sorts.

Now that the Communist Party is busy destroying it's records,

continued on page 3

A BRIEF HISTORY OF TIMELINES

Steve and Connirae Andreas

Seminar participants often ask how a particular NLP pattern evolves. Indeed, if we can track how new patterns evolve, we can help point the way to further useful discoveries and developments.

Every pattern has many antecedents, and most patterns continue to be developed and refined after the first successes. Philosophers have thought about time for millennia, even before Heraclitus said, "You can't step in the same river twice", some two thousand years ago. More recently, Peter Mckeller's book *Imagination and Thinking* (1957) included detailed illustrations of some of the different ways that people represent the flow of time as various kinds of lines or paths in space.

People have recognized for centuries that different people tend to be more oriented toward past, present, or future. Edward T. Hall's book, *The Silent Language* (1959) includes abundant examples - both individual and cultural - but without a hint of why these differences exist.

In the early 1980's, NLP training included the categories of "in time" and "through time" as aspects of a person's relatively fixed "meta-programming" - again with no explanations of the underlying experiential structure.

continued on page 6

MAKE YOUR SALES PRACTICE AN NLP PRACTICE

Joseph B. Sterling

pra'ctice n., satisfactory procedure, means of improving one's skill; **put into ~** skilled by having recently had practice.

When you began learning NLP, you took the initiative to go to seminars and read books, and then experimented with the new approaches you were able to discover. Back then, what motivated you to learn? Now, how have you gone about integrating those and other effective, approaches into your daily communication? To get the maximum results in the least amount of time, do you have a system that daily provides you with more combinations of skills and distinctions to master? And does your system isolate different distinctions so that when you practice, your skills are focused on just the elements that you need to develop? Does your system reveal to you those areas of weakness in which you are ready to develop more strength and flexibility?

For me, after working with clients, completing sales or seminar presentations, these haunting questions have come out of the shadows into the light of awareness. Though I enjoy successes, I hear myself (after the fact) replaying experiences, but using "perfect" language patterns with that "ideal" tonality. My feeling is that I know more NLP than I use. Recognizing this, and striving to avoid the extra

continued on page 16

VAK Editor Takes Time Out

Agnes Waters, editor of The VAK for the past five years, is taking a sabbatical to work on books and other projects—which may include a little horse-ranching adventure in Oregon.

Teaming up to bring you The VAK will be publisher Genie Z. Laborde, editor Steve Apple, and former editor and interviewer Bruce Dillman (reporting from his winter retreat in Nebraska).

This issue also welcomes Joseph B. Sterling as a regular columnist—giving readers tips on ways to practice their NLP skills. Joseph, founder of Skill Systems, draws on ten years of experience in the NLP and communication skill development field in supplying new and unique tools, games, and environments for mastering NLP skills.

THE VAK



700 E. El Camino Real, Suite 110
Mountain View, CA 94040
U.S.A.

☐ New Subscriber ☐ Renewal

U.S. & Canada: ☐ 1 year $25 ☐ 2 years $40

Overseas: ☐ 1 year $35 ☐ 2 years $48

BACK VAK:

Volume(s) _____ @ $15.00 U.S.

Issue(s): _____ @ $ 5.00 U.S.

Name _____

Address _____

City _____

State/Country _____ Zip _____

Method of Payment:

☐ Check Enclosed ☐ VISA ☐ MasterCard ☐ AmExpress

Account # _____ Expiration Date _____

Signature _____

The VAK International NLP Newsletter is published quarterly by Visual, Auditory, and Kino, Inc., a nonprofit corporation.

Subscription Rates:
U.S. and Canada - 1 year, $25; 2 years, $40.
Overseas rates - 1 year, $35; 2 years, $48.

The VAK encourages its readers to send manuscripts, schedule information, reviews and comments to the editor. Advertising rates are available on request.

Telephone: 800-228-4069; or 415-961-4141.

Please address correspondence to

Steve Apple
The VAK
700 E. El Camino Real, Suite 110
Mountain View, California 94040

© Copyright 1992 *The VAK*

Memorable Scenes From Russia

continued from page 1

NLP can grow here in a truly fertile soil - minds which are discovering "Choice". The energy of this discovery of choice was exhilaratingly present in my classroom in Novasabirsk. Here business people mixed with NLPers and psychologists as each learned to add the twelve skills of Influencing With Integrity to their knowledge - at whatever level they happened to be. I lost a little rapport with the people in the class when I told them, on the second morning, that only one person in the group showed external signs of being proficient in NLP. Since over 1/3 of the room claimed more than 30 days of NLP, each was somewhat angry until s/he realized the one person was none other than themselves. You could see each of them sit back satisfied as each took this belief to heart. The only one who did not think "the one" was himself, of course, was the one I meant. But Rapport was re-established. The business men were somewhat satisfied with my statement and felt better about being novices in a room of "experts". The business men learned more than the psychologists because they were not sure they already knew it all. Oh Well.

I promised memorable scenes. The first is arriving at Moscow airport at 9 AM and finding it empty. Being aliens, we were walked around the periphery of the entire international terminal before being allowed to descend to customs. The bare football field sized terminal had no vendors, no passengers, no clerks, no signs of life. The coup had been completed 48 hours earlier, but the airport was empty. When we descended to the customs level a few people, maybe fifty, were collecting baggage.

One by one our group went over to a corner where baggage carts were pushed, haphazardly into a corner. The baggage wait is one hour. As we would reach for one of the carts, a man in a black cotton coat, who simply stood there among the carts, said "One Ruble". None

9th Annual IANLP International Conference

April 24-26, 1992
ORLANDO, FLORIDA
Hyatt Regency

AUTHENTIC HEARTS
PREPARING FOR A NEW ORDER CIVILIZATION

Keynote: JEAN HOUSTON, Ph.D

- 3 Day Conference
- Choose from 50+ Presentations and Workshops
  Business, Personal and Professional Development, Mental and Physical Health, Education
- Networking - Exhibits - Thursday Night Welcoming Party

April 23, 1992 Pre-Conference Workshop....."Myths of the Future"
A full day with JEAN HOUSTON, Ph.D.

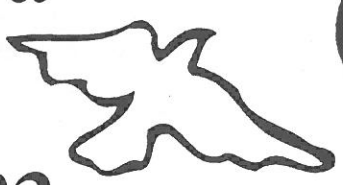
"...in the wild shifts and chaos of our time, a time we call Whole System Transition... every form, model, paradigm is being shattered on all levels...Old myths are rising to be rewoven and new myths are emerging to guide our steps."



CONTACT: Laura Shaw, International Association for Neuro-Linguistic Programming
(317) 636-6059

NATIONAL NLP

A New Standard in NLP Begins September, 1992



92

CONFERENCE

The NLP Comprehensive National Conference

NLP:
The Wind Beneath Your Wings

September 18-20, 1992 • Denver, Colorado

Keynote Address by

Stephen Covey

Best-Selling Author of *The Seven Habits of Highly Effective People* and *Principle Centered Leadership*

The Conference will feature invited presenters in the field of NLP

Cost: $165 for the entire conference; $95 for Saturday or Sunday only (does not include Stephen Covey's Keynote Address); $75 To just attend Stephen Covey's Keynote Address

1-800-233-1657
Fax 1-800-845-9275



NLP Comprehensive *Founded by Steve & Connirae Andreas, 1979*

2897 Valmont Rd • Boulder, CO 80301 • (303) 442-1102 • Fax: (303) 442-0609

Memorable Scenes From Russia

continued from page 3

of us had any Russian money and we'd been told not to offer American money. No money exchange booths were to be seen. When I made my trip to the cart corner, I said, "I don't have any", as I wondered whether he really worked there or was working a scam. A ruble is 3 cents so he wasn't getting rich. He shrugged his shoulders and indicated "no ruble, no cart" so I walked away wondering how to get four suitcases through customs.

Then one of the males in the group arrived at the luggage carrousel with a cart. We asked if he had rubles. He said "No" but that when he told this to the cart keeper, he'd been told "take it". So we sent two other males to get carts. One Women's libber was furious. So she went over and when he went into his "one ruble" act she said "No Rubles". He shrugged, protecting his carts. She insisted "I must have a cart". He shrugged. She repeated, "I must". He Shrugged. She repeated. He gave her the cart. I used the same strategy five days later to get a phone call to the U.S. It's the only strategy that seems to counteract deliberate non-competence often encountered in a work force whose joke is "We pretend to work and they pretend to pay us."

Scene Two: Ice Cream Hunting in Novasibirsk. JoAnn Garner wants ice cream after dinner one evening. Our hosts are extremely gracious and want to satisfy every whim. We set out in two cars. The drivers speak a word or two of English and an international language of speed. Our car goes to a near-by hotel. Ice cream closed. Our driver goes inside to inquire. Ice cream closed. We go to a beautiful Russian cathedral with a gilded onion on top. Gate locked. Driver shakes gate and returns to car. An ice cream sign decorates the cathedral fence, but no ice cream. Cathedrals and ice cream are a strange mix, but what do I know? We careen off down the street which is mostly empty. This is a blessing because our driver is floor-boarding the tiny car. Suddenly we pass the other group in their car, going in the opposite direction. Our driver immediately executes a hair raising U-turn to follow the other car. By the time we've caught our breath, we see the other car making it's U-turn to follow us in the old direction. So we do a second U-turn so fast we can't check to see if cars are coming along in the usual path or not. Now both cars are headed in our original direction. Both cars are racing. We need Mack Sennet music here. We immediately overtake the other car and speed through the night. We all return to the first hotel, park, get out and go inside the lobby which looks and smells abandoned. No ice cream. Would there be ice cream later? The concierge, the only person present besides us, shrugged. We embark once more. The almost full moon is out. Eventually we find another hotel, cross the lobby, and all seven of us enter a delicatessen. No ice cream. We go upstairs, following loud music and discover a ballroom full of dancers. The women are in short ball gowns and the men in street clothes. The smoke is thick. We stand around the door, staring and blocking the entrance of the other dancers who wish to get through the door. The gatekeeper frowns and we understand. No ice cream, and no chairs either. We can't join the dancers.

So we go downstairs, pass through many curious doors, and find another part of the hotel where there is ice cream, and Russian pudding in a curious sauce, and delicious cream puffs.

The dishes of vanilla ice cream with caramel sauce and something else are wonderful. It's taken our entire evening but we have found ice cream in Novasibirsk and we've also found great friendships with our patient Russian hosts. Sweet-tooths cut across cultures.

Scene Three:

Forty some-odd people are milling around at the end of the four day seminar, Communication Excellence in Novasibirsk. They are reluctant to leave. This is not unusual after a seminar; people want to prolong the positive energy. A lady approaches me with a tall stack of mimeographed pages - a manuscript. In halting English, she indicates it's mine. I take it and do a double take. It's *Influencing With Integrity* in Russian. Now I know nothing about this even though it's a translation of my work. I don't know who did the translating, who is selling this, what the price is. Her expression tells me she expects me to be delighted. One part of me is and the other part remembers the terrible translations rejected by the French and German publishers before a good translation was obtained. We stop one of the Russians, the translator, so we can talk about this, and it turns out that some institute in Russia is distributing this unauthorized version of *Influencing With Integrity*. The U.S.S.R has no copyright laws so there is nothing for me to do. So I focused on being pleased and hoped the translation was at least 20% accurate.

This feeling of not knowing whether I was pleased or angry at being taken advantage of followed me throughout the trip. I spent a lot of energy trying to remain pleased, which was easy when the interaction was one on one, harder

continued on page 8

A Brief History of Timelines

continued from page 1

The concept of submodalities had been part of NLP since the late 1970's, but they were presented primarily as a way of enhancing experiences. Although association/dissociation was the key element in many of the more effective standard NLP patterns that had been taught for years, it was not clearly described as a submodality shift. It was only in 1983 that Richard Bandler explicitly began to reveal the structure of submodalities in general. He taught how submodality shifts could be used to change habits (swish pattern), change beliefs, and create motivation or understanding, and how submodality thresholds could be used to break locked-in patterns like compulsions, or to lock in new changes. In short, he outlined how submodalities comprise one way of understanding the underlying structure of all experience.

We were so impressed with the power and generativity of this approach that we immediately began to ask ourselves, "What else is there that we don't yet know about?" We were convinced that submodalities had more potential than previously recognized in the field. We asked ourselves, "What would happen if we investigated the submodality structure of Meta-Program sorts? What about finding the underlying structure of time, and of being past-, present-, or future-oriented.

One way innovations occur is by taking two or more separate paradigms, putting them together, and finding out what emerges. That's what we did with meta-programs and submodalities. This thinking led to the Criteria Shift pattern, and changing internal and external reference, as well as Timeline work. Putting "time orientation" with Submodalities had far more potential than we guessed in advance. We discovered that different people had widely differing Timelines, and that the shape of the Timeline in space not only determined whether a person was "in-time" or "through time", past, present, or future-oriented, but determined many other aspects of personality as well. We found that by changing this spatial representation of events in time, we could make profound and very pervasive and generative changes in personality and orientation - without changing the individual events located on the Timeline. We combined the patterns we had learned from Richard with these additional ones we'd discovered to form the first Advanced Submodalities Training in March, 1984.

In many NLP patterns, we had noticed that location is a very powerful "driving" submodality; it is significant in Timeline work, criteria change work, and belief change work, and in aligning perceptual positions. It was Robert Dilts who recently offered us an interesting way to understand this. He pointed out that all three major representational systems overlap in location. Color, for example, is only in the visual system, pitch is only in the auditory system, and temperature is only in the kinesthetic. However, all sights, sounds, and feelings have some location in space. Changing the location of a representation is often more powerful because it changes all systems simultaneously. This is the basis for the powerful impact of changing the location of one's perspective in association/dissociation, and its detailed refinement in physically aligning the three perceptual positions; Self, Observer, and Other.

At the June 1985 NANLP conference in Denver, Colorado, Steve made a three-hour presentation on Timelines, entitled "Just in Time". Among the participants were Wyatt Woodsmall, and Leslie Cameron-Bandler, who commented at the time on the usefulness of this new approach.

In his VAK interview (Fall 1991) Tad James comments, "I learned about time line from Wyatt (Woodsmall)." When Steve first met Tad in October 1986, we had been teaching about Timelines in public seminars for 2 1/2 years. At that time, Tad described to Steve his work with selecting individual traumatic experiences on the Timeline, and reorienting the person on their existing timeline in regard to those experiences in order to change the person's response to them.

Often people speak of Timeline work as if it is one thing. However there are two very major types of timeline work, both very useful. One set of methods has to do primarily with utilizing the existing timeline. The method described above is one example. You can change a traumatic memory on the timeline by reorienting in time, or by adding in resources, etc. The "decision destroyer", developed a few years later by Richard Bandler is another very impactful approach. These methods have in common that you don't need to know very much about the person's existing timeline to use them with full effectiveness.

An entirely different category of Timeline work has to do with changing the structure of the Timeline itself. In doing this kind of work, you find out in detail how a client's Timeline is now structured,

continued on page 7

Brief History of Timelines

continued from page 6

what he wants to have different in his life, and then reorient the Timeline so as to support the kind of person he wants to be. When the structure of the Timeline itself is changed, the person literally lives in a new relationship to all his experiences in time - not just the traumatic ones, or the resourceful ones, but all of them.

For instance, most people have their Timeline arranged so that the future is somewhere in the same quadrant as visual construct. This allows us to creatively construct alternative futures that are rich with possibility. However, some people see their future in the visual remembered quadrant. One typical result of this is that their future representations are relatively specific and fixed, because they have to use remembered imagery to represent the future. This can result in much disappointment, since future reality seldom conforms to the inflexible and constrained expectations of visual memory. If the past accumulation of disappointment is resolved, the person will feel better in the present, but will continue to experience that the future is rigidly fixed, because they are still seeing it in their visual memory quadrant. One man who had this kind of arrangement commented, "This makes perfect sense: "change history" was always really easy for me, but it never made my future different because that was still fixed." Resolving past problems is no guarantee that they won't recur in the future. However, if the future Timeline is changed to the visual construct quadrant, the person will begin to make future images that are more creative and variable, and more responsive to changes in the world around them, resulting in far more generative possibilities and far less disappointment.

Although it is quite easy to change a person's Timeline, it takes some experience to know what kinds of changes might be most worthwhile to try out, and any changes need to be tried out very tentatively, with full attention to ecology. Changing a Timeline is literally reorganizing all a person's life experiences, so it must be done with extreme care and sensitivity to be sure the resulting changes will be generative. For some examples of how to elicit and change Timelines, see our books, *Heart of Mind, Change Your Mind and Keep the Change,* and Connirae's new videotape "*Changing Timelines*"(1992).

METAFORMATION INC.
MONTREAL NLP CENTRE

OPPORTUNITIES • 1992

PUBLIC SEMINARS • MODULAR DESIGN CERTIFICATION TRAINING • BILINGUAL SERVICES • INTER-CULTURAL MODELING PROJECTS

Feb. 28-March 1	**MASTERY, MODELING AND MODELS OF PERSONAL ORGANISATION** with Judith Ann DeLozier
March 13-15	**TOOLS FOR GENERATIVE CHANGE**
March 27-29	**MODELS OF CHANGE: THE RELATIONSHIP OF STRUCTURE TO FUNCTION**
April 3-5	**PATHWAYS TO HEALTH AND WELL-BEING** with Anne K. Entus
April 15-May 20	**MASKS, RITUALS AND LIVING METAPHORS** weekly evening series with Sherry Entus
May 2-22	**INTER-CULTURAL MODELING TRAINING IN MOSCOW** with Jan Ardui, Judith DeLozier, Anne Entus, Peter Wrycza
May 29-31	**PATHWAYS TO LEADERSHIP: MACRO-SKILLS** with Robert Dilts

For information contact:

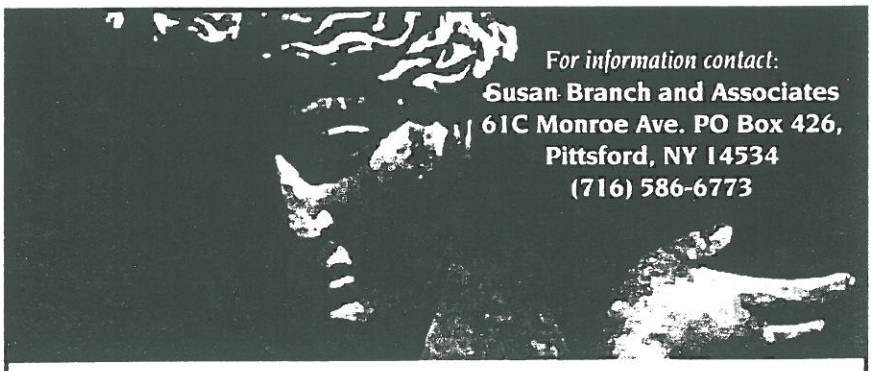
3538 MARLOWE AVENUE MONTREAL QUEBEC CANADA H4A 3L7 • TEL: (514) 486-1282 • FAX: (514) 486-7736

Scenes From Russia

continued from page 5

when one of their many services broke down. The Russians are so accustomed to services not working that a shrug is about the only response. One last memorable scene. On the first night in Moscow, we ordered Russian champagne to celebrate getting there, after all the delays. The feeling of danger, after all, no one knew if another coup was in the making, added picante sauce to the trip. So we were celebrating being alive and in a Russian hotel dining room late at night. That the dining room was open was another reason to celebrate. When the waiter brought the champagne, $28.00 U.S. (We bought the same champagne later for $1.00 in Rubles) it was cool, not cold. I asked for an ice bucket. the waiter looked puzzled then his face lit up. "Oh", he said in perfect English, "We had one of those but it broke."

Remembering this made me apprehensive every time we climbed aboard our Aeroflot airplanes.



For information contact:
Susan Branch and Associates
61C Monroe Ave. PO Box 426,
Pittsford, NY 14534
(716) 586-6773

Susan Branch & Associates 1992 Programs

Practitioner Certification and
Master Practitioner Certification *with Susan Grace Branch and Judith De Lozier*
March 7&8, 21&22, April 4&5, 25&26
May 2&3, 16&17, June 8&9
$1695 • *Rochester, New York*

NLP Models of Hypnosis Certification
with Charlotte Bretto, Judith DeLozier and Susan Grace Branch
November 14-22 *Free preview* Nov. 5
$900 • *Rochester, New York*

Introduction to NLP
with Susan Grace Branch
❍ February 8 or ❍ May, or
❍ June 18, or ❍ December 3
$125 • *Rochester, New York*

Preview of NLP . . . Free Evening
❍ Jan. 16, ❍ Feb. 6, ❍ Mar. 19,
❍ April 30, ❍ June 18, ❍ July 9,
❍ Oct.22, ❍ Dec.10
Rochester New York

METAMORPHOUS
Advanced Product Services

(503) 228-4972 or FAX 503-223-9117
PO Box 10616 Portland, OR 97210

Lee Consulting
GDA
paraliminal tapes

Our Promptness Guarantee assures fast service: your order processed the next business day after receipt or we pay the shipping.

TOLL FREE 1-800-937-7771

INFLUENCING WITH INTEGRITY IN TURBULENT TIMES

The following is excerpted from a speech delivered by Dr. Genie Z. Laborde to The Adgap Group, an employee owned sales company, on January 7, 1992 in Visalia California. The Adgap Group is a $20,000,000 corporation.

At first glance, this may sound like a contradiction in terms. When times are turbulent, you might think you would be inclined to manipulate, whatever you need to do to get a fast buck. However, it's when things are tough that you want to be able to use that competitive edge of your own personal integrity.

We will be looking at integrity as a practical way of gaining a competitive edge, integrity and it's relationship to human energy, and at certain right brain, or creative, strategies. These three approaches to sales -integrity, high energy, and right brain strategies- will serve you well during these turbulent economic times. All three will allow you to influence with integrity.

I've divided this introduction into three separate areas that I'd like you to consider.

Before we go into the three areas, I'd like to tell you a bit about how I became so interested in the word "integrity" and in the whole concept of integrity as an important part of life. I think the whole thing started when I was born in the deep South as a woman. In that culture, women are taught that their role in life is to take care of everyone else, and many women in the South found themselves in the same situation I did at about mid-life, when I discovered that I was taking care of everyone else, and hadn't been taking care of myself. The more drained and depleted I was, the more I smiled, because that's the way I had been taught. I was very unhappy inside and I kept smiling outside. This went on long enough for me to become personally quite aware of incongruence. When your internal feelings and your external image are not congruent, then you are not operating with integrity. So I discovered this, and I had to leave that life and start a new one to realize how much energy there is available to a human being when the person is using integrity and congruence. When all of your sub-personalities are congruent, working together, then you are working with integrity.

I came to California and began experimenting in my own life with this authenticity of personality....integrity. I got a new degree in Gestalt Psychology, and after that I discovered a discipline called Neuro-Linguistics. When I discovered Neuro-Linguistics I was at a weekend seminar and I found the information built very strongly on top of the Gestalt Psychology I had been studying for the last three or four years. I was very excited about the implications of it. But when I looked around the room at the hundred who were there with me, I realized that many of these were not the kind of people I wanted as role models. Their questions were all about how could they manipulate the public into parting with money using this particular discipline. There seemed to be only a few people in the room who were interested in using NLP in what I would consider to be a practical and positive way. I was frightened at the power of this discipline and the potential for wrong-doing.

I decided not to study it any more. I'd paid for the entire course, but I decided just to drop out. I didn't want to study with people who were going to use these skills to manipulate others. What happened, by accident, the following week, was that a friend of mine was in a deep depression and I happened to phone him. I realized as soon as we began the conversation that he was in a bad way -actually suicidal. He'd broken out all the windows in his house, he had sent his wife away, and his voice was absolutely dead. I knew he was in serious trouble, and I spent most of the day trying to convince him to let me drive down to Carmel, where he lived, to talk with him. After about six phone calls, and my attempts to reach his family, his friends, and Psychologist, hadn't worked, I realized I was the only person that he actually would even talk to. He finally agreed to see me. So I got in my car and drove to Carmel. I didn't know what I was going to do when I got there, I just knew that he was a friend and needed help.

I walked into his house and he was sitting in a chair staring out...over all this broken glass (he lives in a mostly glass house). I walked up to him and said, "You look terrible", and when I did that I touched him on one knee. Before he could say anything I said "Don't say a word. I just want you to think about the most creative day of your entire life", and I touched him on the other knee. His color changed, he got red in the face, his eyes opened wide, and I said "Wait, don't say a word" and I reached over and touched both knees, and his whole demeanor literally shifted. All of a sudden, from just this vacant stare, he was sitting up, he was looking at me. He was quite angry, but he was also just curious enough about what was going on, that it interrupted this suicidal pattern. Within half an hour, from just talking with him, and using that one skill that I had learned that one weekend, I was able to turn his

continued on page 10

Influencing With Integrity In Turbulent Times

continued from page 9

whole way of being around. He went from suicidal to angry to curious in a few seconds. It was amazing to me, I had no idea this would work so dramatically. I ended up helping him sweep up the glass, called his wife, got her back and everything was, well, not fine, but he was coping. After I left, on the one and a half hour drive home, I spent the entire trip thinking that there's got to be a way to use this discipline to influence people rather than manipulate people. That was the beginning of my search for ways in which to do this. So for the last twelve years I've been teaching the use of these tools. At the same time, I also teach the participants that the tools can be used for good or for evil, it's up to them.

Integrity

So this is what brought me to the interest in this word integrity. You might call it authenticity, you might call it congruence, I think all of those words are similar in meaning.

All of these stories that I've been telling you have to do with the way, we as humans, use our energy. It's our choice. Here is a quote, from Fritz Perls, the originator of Gestalt Psychology, I'd like to read. "The true nature of man is integrity. Only in integrated spontaneity, and deliberateness, does he make a sound, existential choice."

You can choose to use your energy in whatever way you wish. What I'm recommending today is three ways for you to focus your energy. The first way to consider is Integrity as a competitive edge. Second is "Flow" as a high energy state. The third is to increase your creative strategies, the creative problem solving abilities that you have, or you can acquire. By choosing these three ways to use your human energy, you will have an edge for any sort of economic depression or recession. These three ways of using your energy will give you a head start on counteracting any negative economic force.

Let's look into this concept of integrity a bit more. Let's start with a quote from William James: "I've often thought that the best way to define a man's character, would be to seek out the particular mental or moral attitude, in which, when it came upon him, he felt himself most intensely and deeply alive and active. At such moments there is a voice inside which speaks and says 'This is the real me'".

The word integrity, defined in the dictionary, means complete and undivided. Other words used to describe it are "appropriate, just, wholesome and valuable". Influencing with Integrity is practical. It works. In the long run, it works beautifully. Manipulation, on the other hand, is devious management for one's own advantage, or not caring about the other's outcome. Influencing with Integrity works. It will give you an edge in the long run. Manipulation may work short term but only integrity works over time. Think back over your own experiences to decide whether or not this is true.

If you are concerned about whether you are acting with integrity, keep in mind the three steps that will keep you on track. The first step is to know your own outcome, what is your goal or objective. The second step is to find out the other person(s) outcome, their goal, their objective in this interaction. The third step is "Our" outcome. How

continued on page 13

Christina Hall, Director • P.O. 7818 • Santa Cruz, CA 95061 • (408) 425-3614

THE NLP CONNECTION

Member of The Society of Neuro-Linguistic Programming

1992 NLP
Calendar of Training
Los Angeles

Free NLP Introductory • March 13
Gary Boone, Director NLP of Southern California

Certification Trainings • Society of NLP approved

NLP Master Practitioner
12 days • Four 3-day sessions
starts May 22

NLP Practitioner
14 days • 7 weekend sessions
starts September 26

NLP & Ericksonian Hypnosis Integrated
8 days • Two 4-day sessions • starts October 23

L.A.'s first & leading NLP training institute (est. 1980)

For more... call (213) 254-3841
NLP of Southern California
4387 York Blvd. • Los Angeles 90041

Certification awarded by the Society of NLP

SCHEDULE OF NLP-RELATED ACTIVITIES

FEBRUARY			
8-15	Self-Esteem Training	Caribbean	NYT
28-3/8	Master Prac Residential Training	Martinique	MET
MARCH			
4-8	Modeling Performance Excellence	Germany	NC
7-8	Intro to NLP	New York,NY	NYT
7-8	Ericksonian Hypnosis Cert.	Amherst, MA	NEI
13	Free NLP Introductory	Los Angeles	NSC
13-15	Pathways to Leadership III	Vernon, CT	NEI
25	Essence of Self Esteem	Boulder, CO	CO
27-29	Beliefs and Health/Robert Dilts	New York	NYT
28-29	Advanced Research Workshop	Boulder, CO	CO
APRIL			
9-11	Dynamic Learning Seminar	Santa Cruz, CA	DLC
11-12	Ericksonian Hypnosis Cert.	Vernon, CT	NEI
12-16	Systemic NLP	Santa Cruz, CA	DLC
16	Art of Relationships	Lakewood, CO	CO
25	Goal Setting	Lakewood, CO	CO
MAY			
16-17	Ericksonian Hypnosis Cert.	Amherst, MA	NEI
22-24	12 Day Master Practitioner Cert.	Los Angeles	NSC
JUNE			
13-14	Ericksonian Hypnosis Cert.	Vernon, CT	NEI
JULY			
14-AUG. 10	Practitioner Residential	New York, NY	NYT
17-AUG. 10	Master Practitioner Residential	New York, NY	NYT
27-AUG. 2	Hypnosis Master Practitioner	New York, NY	NYT
AUGUST			
First Two Wks	14 Day Practitioner Cert.	Bavaria, Gmny.	NC

Schedule Deadline for the Next Issue

May 1, 1992

NLP Sources

ABM Advanced Behavioral Modeling, Inc.
801 South 20th Street
Arlington, Virginia 22202
703-979-3835

ACT* Advanced Communication Training
31 Washington Square West
Penthouse B
New York, New York 10011
212-529-9227

CO* NLP Comprehensive
2897 Valmont Road
Boulder, Colorado 80301
303-442-1102

CPD* Center for Professional Development
245-M Mt. Hermon Rd., #323
Scotts Valley, California 95066
408-426-8344

CQP Centre Quebecois de Programmation
Neuro Linguistique
180 Victoria, Longueuil (Quebec)
Canada J4H 2V5
514-679-3571

DLC* Dynamic Learning Center for NLP
Box 1112
Ben Lomond, California 95005
408-336-3457

FP* Future Pace, Inc.
P. O. Box 1173
San Rafael, California 94915
415-485-1200

FW Freedom Workshop
Box 5881
Berkeley, California 94705
415-428-1184

GDA* Grinder DeLozier & Assoc.
200 7th Avenue, Suite 100
Santa Cruz, California 95062
408-475-8540

GRC Grinder Resource Center
322 Plateau Avenue
Santa Cruz, California 95060
800-338-4667

IDEA International Dialogue
Education Associates
700 E. El Camino Real
Suite 110
Mountain View, CA. 94040
415-961-4141

LS Learning Strategies Corporation
6490 Excelsior Blvd., Suite W302
Minneapolis, Minnesota 55426
612-925-5565

MET* Metaformation, Inc.
3538 Marlowe Avenue
Montreal, Quebec H4A 3L7
Canada
514-486-1282

I.D.E.A. PUBLIC SEMINAR SCHEDULE 1992

MARCH		
17-19	Sales Excellence	Santa Clara, CA.
20-29	Advanced Training	Pajaro Dunes, CA.
APRIL		
28-30	Communication Excellence	New York, NY
JUNE		
10-16	Negotiation Excellence *Negotiate in the morning, scuba dive in the afternoon	Saba, Netherlands Antilles
JULY		
14-16	Int. Communication Excellence	S.F. Bay Area
17-26	Advanced Training	Pajaro Dunes, CA.
SEPTEMBER		
1-3	Communication Excellence	S.F. Bay Area
18-24	Masters Class *by invitation	Pajaro Dunes, CA.
OCTOBER		
16-25	Advanced Training	Pajaro Dunes, CA.
NOVEMBER		
10-12	Sales Excellence	S.F.Bay Area
DECEMBER		
4-9	Negotiation Excellence *Negotiate in the morning, ski in the afternoon	Alta, Utah

International Dialogue Education Associates
700 E. El Camino Real
Suite 110
Mountain View, CA. 94040-2800
415-961-4141 or 800-228-4069

NLP Sources

MGA Michael Grinder & Associates
16303 N.E. 259th Street
Battle Ground, Washington 98604
206-687-3238

MP Metamorphous Press
P.O. Box 10616
Portland, Oregon 97210
503-228-4972

NAN National Association of NLP
310 N. Alabama Street, Suite A100
Indianapolis, Indiana 46204
317-636-6059

NEI* New England Institute for NLP
RFD 3, Pratt Corner Road
Amherst, Mass. 01002-9805
413-259-1248

NIC* NLP Institute of Chicago
P.O. Box 25184
Chicago, Illinois 60660
312-271-9578

NLC* NLP Centres of Canada
338 First Avenue
Ottawa, Ontario, Canada K1S 2G9
613-232-7782
Toronto: 416-283-3461

NPP NLP Products & Promotions/
Richard Bandler
13223 Black Mountain Rd. #1-429
San Diego, California 92129
619-538-6216

NSC NLP of Southern California
4387 York Blvd.
Los Angeles, California 90041
213-254-3841

NTI* National Training Institute for NLP
801 South 20th Street
Arlington, Virginia 22202
703-979-3835

NYT* New York Training Institute for NLP
155 Prince Street
New York, New York 10012
212-473-2852

OTC Other-Than-Conscious Communication
P. O. Box 697
Friday Harbor, Washington 98250
206-378-5393

PG ProfitAbility Group
1001 Bishop Street
Pauahi Tower, Suite 702
Honolulu, Hawaii 96813
800-NLP-7870

SCC* Southern California Center for NLP
2075 Palos Verdes Drive N, #200
Lomita, California 90717
213-326-5545

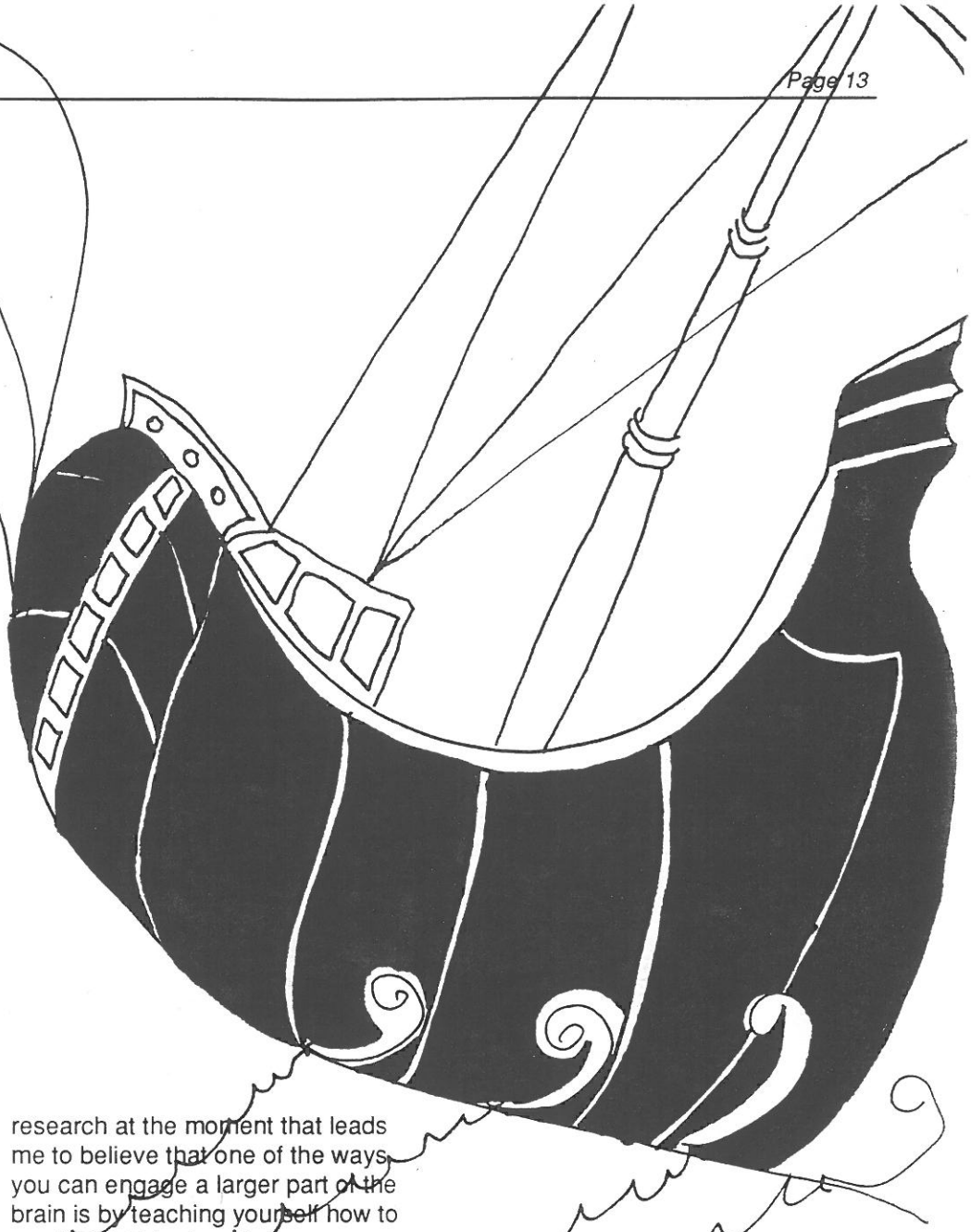
SCI* South Central Institute of NLP
P.O. Box 15757
New Orleans, Louisiana 70175

* These organizations offer ongoing certification programs. Contact them directly for training dates and locations.

Turbulent Times

continued from page 10

can all of the people involved get whatever it is that's the point of this interaction. If you keep those three steps in mind, then you will be operating with integrity. Remember the difference between influencing and manipulating. The difference is that with integrity, you ARE concerned about the other person's outcome. The point of all of this is that Integrity improves sales. With Integrity you have trust. If you have trust, then sales follow.



High Energy

Let's move on to the idea of "Flow". Flow will often follow when you are using integrity. Flow is an experience of high energy. There is a book out with research from the University of Chicago Press which goes into this in great detail. *"Flow: The Optimum Experience"*. In this book the author, Mihaly Csikszenmihaly, defines flow as a high energy state in which the challenge of a certain task is enough to bring you to the edge of your skills to meet the challenge. It's a balance between the challenge and the skills. When those are evenly matched you're neither bored nor stressed. When this happens you're apt to go into this "flow" state, which is a high energy state. Some people call this charisma. Some people notice it because they're attracted to the person who has it. This "flow" state improves sales. There may be a correlation between high energy and integrity. Here is a formula for Flow from D. H. Lawrence; "If it doesn't absorb you, if it isn't any fun, don't do it".

Right Brain Strategies

Let's move on to the concept of right brain strategies. Experts say that only 10% of our brain is used. How do we engage the other 90%? There is some brain research at the moment that leads me to believe that one of the ways you can engage a larger part of the brain is by teaching yourself how to use the right brain. There are certain approaches that engage the right brain in problem solving, and you will find that most people whom you deal with do not know these approaches. Being able to use these right brain processes gives you an edge in a sales situation.

We have some research on the people that we've been training in these right brain thinking strategies. This research strongly indicates that learning these skills does impact the bottom line. I have identified nine separate areas on which we have research substantiating an impact on the bottom line. These areas are: Increased Sales, Increased Productivity, (80% of those surveyed believed productivity had increased since attending our seminar) Increased Personal Responsibility, Decreased Conflicts, Increased Win-Win Solutions, (according to 100% of participants), Improved Meetings, Improved Problem Solving, (84%) Increased Creativity, and Increased Smiles, Laughter and Humor. Right brain processes do seem to increase sales.

We've now looked at Integrity, Increased energy, and Increased creativity. These three ways of using your energy will give you the competitive edge in a recession.

The VAK Review of Books and Tapes

A Video Tape

Connirae Andreas. *Changing Timelines.* NLP Comprehensive, Boulder, Colorado. 1992.

Running a workshop is not unlike panning for gold. In the wrong stream you get nothing but rocks. In the right stream, you can hit "pay dirt." Some people, at the right confluence of time and space coordinates, come up with huge nuggets of solid gold.

This tape is a big, shiny nugget.

Connirae Andreas has explained and demonstrated Timelines many times since 1984. She started over there on the left, gradually got closer, and is now right in front of me (That's how my timeline works, you see).

A by-product of submodalities, Timelines is a potent tool for changing responses to traumatic memories, changing relationships with experiences, increasing options, making generative changes, dealing with the future, and, when appropriate, adding one. For more on the development of Timelines, see the Andreas article in this issue.

To use Timelines, you need to find out what they are, how to elicit them, and how to change them. Watching this tape is one way to do that. It's the next best thing to being at a workshop.

The basic requirements for a tape like this would be a thorough explanation of the processes involved and a chance to see and hear them used on real people. Connirae Andreas covers all that while modeling elegance and flexibility. The way she does it, her artistry itself, is worth the price of admission.

A Book

Dennis K. Chong and Jennifer K. Smith-Chong. *Don't Ask Why?!* C-Jade Publishing, Inc. Oakville, Ontario, 1991.

"Why did you do that, Senator?"
"Who's to blame?"
"Whose fault is it?"
"The fault lies with Congress."
"The Republicans are to blame."
"Blame it on the Bossa Nova."

A lot of people make a living-and a nice one-saying things like that. Most others do it on the amateur level and get a great deal of satisfaction from it.

Why not? What harm could one possibly do by pinning someone to the wall and forcing an admission of fault. If it's good enough for the President, and Mother, it's good enough for us. Just plug in those modal operators and do what comes naturally.

But it's not that simple. In this "book about the structure of blame, bad communication and miscommunication" the Chongs say the path to personal change starts with eliminating *why* and its companions fault, blame, justification, causality, linear thinking, and modal operators. They propose that we change our language-and consequently our thinking-from Aristotelian causality to Einsteinian relativity.

If you were to suspect the influence of that noted non-Aristotelian, Alfred Korzybski, you would be (if there were such things as right and wrong) right.

When we act as if "there is no *why*" (the "No-Y-ian Frame"), we free ourselves from the limitations of the Blame Frame and gain options and possibilities.

A cluster of unconscious programs determines our behavior. The authors categorize these programs as General Operators, Specific Operators, Meta Operators, and Meta-Meta Operator. The Meta-Meta Operator "holds all the other operators in place. In our Western culture it is the Question of Why or causal modeling. This means that we think by cause and effect, which is pervasive in our present era. Cause/effect is debilitating in our present culture of rapid change. Misunderstanding and misconstrued information occurs. The ultimate behaviour of causal modeling is *war*. If we believe the existence of causes for our behavior or effect, then we respond accordingly."

The authors say that lasting changes in a person take place at the Meta-Meta level through awareness of linguistic and analogue distinctions between the Blame Frame and the No-Y-ian Frame and training to facilitate the transition.

If you thought, "Use the meta model," you're on the right track. However, "the meta model in some areas uses cause/effect," and the authors promise a revised and enriched "modified meta model" in the next book.

In the foreword to *Don't Ask Why?!* David Gordon warns of an existential roller coaster ride. This relatively slim volume (161 pages, double-spaced) packs a plethora of ideas. Unfettered by *shoulds*, its unique format, language, and grammar make it a challenge for even the sophisticated reader. It is replete with generalizations, i. e., "The smoker does not respect his body at all," and has plenty of opportunities for transderivations. (My favorite is, "A patient presented to the office with a flying phobia.")

Written in a polyglot of primarily therapeutic and general semantics

Book Review

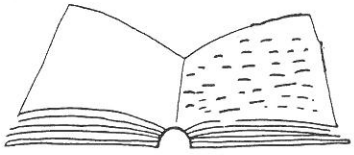
languages, this book briefly touches what is usually nominalized as NLP. The Bandler & Grinder, Erickson, Perls, and Satir books are listed in the bibliography under "Ontological Perceptions and Insights abstracted from Hypnosis and Therapy."

By some definitions, however, all human experience is NLP, and *Don't Ask Why?!* puts forth some provocative hypotheses which old-style thinkers might tend to resist. Even new-style thinkers could find their presuppositions tested, but, according to David Gordon, that's the beauty of it-pushing you beyond the screens of current beliefs so "you get the opportunity to experience a new realm in all its unvarnished immediacy." Then you can "evaluate it in terms of its resonance and viability in your own life."

When I took up NLP several years ago, I learned that I would get a better class of information by asking *how* instead of *why* questions. It made sense and stood up to the modal operator challenge. "What would happen if you did?" This book, taking more of a Milton-model approach, says we should not ask *why* for yet more complex, reasons.

Don't Ask Why?! is available by mail from the publisher at 441 Inglehart Street, Oakville, Ontario, L6J 3J5 for $19 (Canadian) in Canada, $20 in USA, and $24 anywhere else.

Bruce Dillman



memo:

Yo John--

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

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

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

Richard

NLP
SANTA FE
P.O. Box 9910, Suite V, Santa Fe, NM 87504-9910
for a free brochure, or send $2.00
(505) 986-3922

NLP PRACTICE

continued from page 2

work resulting from mediocre skills, I respond to my internal prodding with **practice, practice, practice.** Now, how many times have you, sadly and all too late, realized that there was a pattern or strategy that would have gotten your desired result, if only you had used it!

This nearly-universal experience of instant replay and too frequent disappointment need not persist for the person who is intent on avoiding sloppy work and getting better results. In this context, I have found three elements to account for in designing a practice strategy. They are:

1. Identify the distinctions that must be mastered;
2. Identify the communication context and the problem areas within it;
3. Decide on an activity that will engage the use of a limited number of distinctions in meaningful simulations of that context.

With those in mind, let's explore a few examples found in the world of making sales. You can modify these ideas to fit the contexts in which you must do better to achieve your goals.

We can de-nominalize making a "sale" by imagining that there are five phases to the selling process:

*Approach
*Qualify
*Presentation
*Objection
*Close

I say "imagine" because the sales person (therapist or presenter) and client pass through many states on their way to taking action on a new behavior or purchase. States associated with each phase of the sale do not always occur in the same order, although they tend to follow a typical pattern which the client and sales person may or may not acknowledge. If not successfully negotiated, any one of the issues hidden within the phases of making a sale can quell a purchasing flame or leave the buyer feeling burned. Doesn't it make much more sense to develop your system for mastering the phases of selling, so that your prospects can benefit from your product/service?

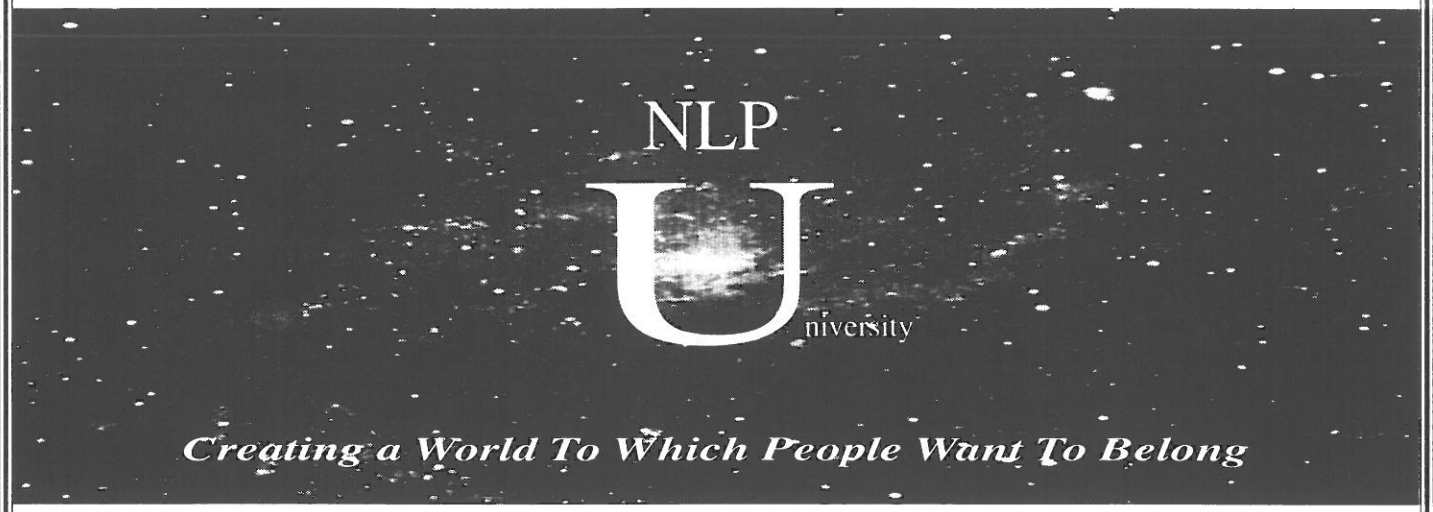
In developing this necessary practice strategy for your sales context, chunk down each phase into its constituent purposes and the skills that will achieve them.

PHASE	PURPOSE	SKILL
Approach -	Gain Attention Gain Rapport	Pattern Interrupts Pacing and Leading Rep. Systems
Qualify -	Elicit Buying Strategy Elicit Move-toward and Move-away Criteria Elicit specific financial needs/abilities	Strategies & Anchoring State elicitation Meta Programs & Criteria Digital Rep. System
Presentation -	Attach Features and Benefits to Criteria Innoculate Against Future Objections Innoculate Against Buyers Remorse	Anchoring Language Patterns (Cause/Effect & Complex Equivalence) Future Pacing
Objections -	Elicit final information to make decision Allow the client to have the "last word" before going ahead	Reframing
Close -	Move the client from opinions to actions	Modal Operators Single and Double-Binds

continued on page 18

NLP University - Santa Cruz California - Summer Schedule 1992

Faculty: **Robert Dilts** and **Todd Epstein** *with* **Judith DeLozier, Suzi Smith, Tim Hallbom** and Special Guests



First Semester

Practitioner Residential Certification Module ***June 21 - July 19*** **.....Tuition: $2,500**
- **Basic NLP Skills Core Course - NLPU 100 A** ***June 21 - July 3*** Tuition: $1,100
- **Basic NLP Applications and Techniques - NLPU 100 B** ***July 6 - July 18*** Tuition: $1,600
  - **Basic Creativity & Innovation - NLPU 120** *July 6 - 8* Tuition: $400
  - **Basic Health Techniques & Applications - NLPU 130** *July 9 - 11* Tuition: $400
  - **Basic Dynamic Learning Techniques - NLPU 110** *July 13 - 15* Tuition: $400
  - **Basic Leadership Skills - NLPU 140** *July 16 - 18* Tuition: $400
- **Practitioner Assessment and Certification** *July 20 - July 22*.....**Fee: $200**

Basic Trainer's Skills Core Course - NLPU 300 ***June 23 - July 4*****.....Tuition: $1,750**
Creativity Application Pathway Module - NLPU 120 & NLPU 220 ***July 6 - July 11*****.....Tuition: $750**
Health Application Pathway Module - NLPU 130 & NLPU 230 ***July 6 - July 11*****.....Tuition: $750**
Creativity Presenter Qualification Module - NLPU 320 ***July 5 - July 22*****.....Tuition: $2,400**
Health Presenter Qualification Module - NLPU 330 ***July 5 - July 22*****.....Tuition: $2,400**

Second Semester

NLP Mastery Residential Certification Module - ***August 1 - 29*** **.....Tuition: $2,700**
- **Advanced NLP Skills Core Course - NLPU 200 A** ***August 1 - 13*** Tuition: $1,300
- **Advanced NLP Applications and Techniques NLPU 200 B** ***August 15 - 28*** Tuition: $1,600
  - **Advanced Learning Skills - NLPU 210** *August 16 - 18* Tuition: $400
  - **Advanced Leadership Skills - NLPU 240** *August 19 - 21* Tuition: $400
  - **Advanced Health Techniques & Applications - NLPU 230** *August 23 - 25* Tuition: $400
  - **Advanced Creativity & Innovation Techniques - NLPU 220** *August 26 - 28* Tuition: $400
- **Master Practitioner Assessment and Certification** *August 30 - September 1*.....**Fee: $200**

Basic Trainer's Skills Core Course - NLPU 300 ***August 3 - 14*****.....Tuition: $1,750**
Learning Application Pathway Module - NLPU 110 & NLPU 210 ***August 16 - 21*****.....Tuition: $750**
Leadership Application Pathway Module - NLPU 140 & NLPU 240 ***August 16 - 21*** **.....Tuition: $750**
Basic Leadership Skills - NLPU 140 *August 16 - 18* Tuition: $400
Basic Dynamic Learning Techniques - NLPU 110 *August 19 - 21* Tuition: $400
Learning Presenter Qualification Module - NLPU 310 ***August 15 - September 1*** **..... Tuition: $2,400**
Leadership Presenter Qualification Module - NLPU 340 ***August 15 - September 1*****....Tuition: $2,400**

New Releases from Dynamic Publications:

Wisdom Series note cards - 5 portraits by Robert Dilts: Bateson, Einstein, Erickson, Feldenkrais & Lincoln.....$20 USA / $25 International

Tools for Dreamers - Strategies for Creativity & Innovation audio tape set & booklet, from a seminar recorded in December 1991.....$200

Tools for Dreamers book, by Robert B. Dilts, R.W. Dilts & Todd Epstein, hardbound, 1991.....$25 USA / $36 International

..... To order please send a money order or check drawn on a US bank or use Mastercard / Visa with expiration date.....

For a NLPU catalog of courses please contact the Dynamic Learning Center

....P. O. Box 1112, Ben Lomond, California 95005 ~ phone (408) 336-3457 fax (408) 336-5854.....

NLP Practice

continued from page 16

In addition to the above mentioned NLP skills and distinctions, within each phase there is ample opportunity to **practice using presuppositions, meta programs Milton Model and Meta Model patterns.** As mentioned, these phases do not always occur in the same order in every sale. Often a client may jump from one to another several times; however, the more skilled the sales person is, the smoother and more enjoyable the process will be, following this basic format.

Now, using this as a framework upon which to build your practice strategy, next you'll want to define the context in which those skills will be applied. This amounts to setting the stage; i.e. , who are you communicating with, about what and in what situation. To meaningfully set the stage for role-plays requires some knowledge of your market, its demographics and psychographics. From your experience and that of the "pro's" in your field, select from the following parameters those which will simulate the desired client and context.

Client: Age, Sex, Marital Status/Family, Profession, etc.
Preferred Representational System
Criteria (move toward and move away) regarding your product/service/idea
Meta Programs
Habitual Meta Model Violations
Buying Strategy
Habitual Objection Criteria (money, timing, amount of time, credibility, past or future, relevance)

Situation: Product/Service/Idea being sold
Business Environment (in office, trade show, client home/office, etc.)
Business Relationship (referral, cold call, repeat customer, walk-in)

There are many other parameters you may want to add in creating your practice contexts. However, the key is to *keep the set-up simple by selecting only one or two parameters at a time* when defining the client and the situation, and then focus on those.

Having chunked down the complex sales process into discrete parts, having defined the selling context (product/service, customer and situation), having chosen a phase and one of its constituent skills or distinctions to practice, you are now ready to design the activity you'll use to run the simulation.

There are a myriad of approaches to simulations. The ones you'll utilize in your sessions will depend on how many people are present and the time you have available to practice. As the scope of this issue's practice article is limited to setting the framework of a sales practice model, I'll reserve the bulk of the long list of fun and challenging activities for future issues. For now, let me offer, in the following example, just one strategy that is particularly effective.

Recently, I was consulting a powerboat dealer at his trade-show in Houston, Texas. Several of his sales people were new-hires, and though they had some product knowledge, they did not have a strong foundation of sales skills. Further, there was a wide range of skill levels between the "green" sales people and the veterans. The former needed to develop rapport and qualifying skills. The latter needed fresh and different ways to eliminate or, if necessary, reframe objections. The trade show environment was such that there were many people coming into a display, so there were many opportunities to speak with new prospects.

To take the first steps with the new sales group I used one of my practice products that uses a list of the words that begin open ended questions: who, what why, when, where, and how. To challenge this group, we used the product to determine which word was to be used, after their greeting, to start their conversation with the prospect. "Who do you do your boating with?" "What kind of boating do you do?" "Why did you come to the show today?" "When do you use your boat the most?" Where do you enjoy boating the most?" "How much boating do you do in a year?" They would then use the same word in as many questions as

continued on page 19

NLP Practice

continued from page 18

practicable with that prospect to explore how many different ways it could be used. With the next client the practice tool would offer another word to explore.

In very short order, the sales people had a battery of different open-ended questions they could ask. These would almost guarantee a conversation that naturally builds rapport, and a positive state, through showing interest in the client and getting them to talk about their boating pleasures. This approach virtually eliminated the classic "just looking" response that so many sales people elicit at the cost of so many potential sales. The greatest success of this process, from a trainer's point of view, is that these new sales people began coming back from each client saying, "That was great. OK, what's my next word?" We'd play again and away they'd go with a new mission and positive selling state. This enthusiasm and refocus of attention helped them stay focused with their customers and they looked forward to their next opportunity to practice.

With the veteran salespeople, I focused on building skill in handling objections. Using products that showed several different classes of objections and several types of reframes, respectively, we were able to create hundreds of simulated combinations of objections and solutions. These combinations challenged them to use new ways of dealing with the old considerations they had been habitually eliciting from their customers. The reframes were explored and found to add much-needed flexibility.

As a result of making new connections in their thoughts, the veterans also discovered new ways to present the boats, thereby circumventing some of the old objections altogether. They showed a similar pleasure in the challenge of responding to the practice tools, though it took a bit more to overcome the inertia the veterans had accumulated regarding using new approaches.

For the dealer, this practice strategy worked because the sales group could build skills on the fly at the trade show, by getting their prompt in the moments between customers. The dealer and his sales people directly discovered the limits of their ability and could note that for future enhancement. It was also successful because more customers were able to buy at the show.

Developing effective influence skills is key to unlocking your success. This effectiveness is the result of knowledge transformed into skills-in-practice, which are then applied to the tasks at hand. In sales, if one does not soundly secure the combination of rapport, emotional criteria, strategies, and the future needs of your clients; then attach the features and benefits to the customer's criteria, turn their concerns into new motivating beliefs and narrow down their opinions into actions, one is left locked in the tiresome labor of trying to sell more and more prospects hoping to "close" one.

In a snap, however, if you rightly turn your preparation time and selling time into opportunities for **practice**, you will unlock an age-old secret of success.

Sales mastery is akin to the martial artist's lifestyle of daily practice. An awareness of movement in formal practice grows to include movements in even the most mundane chores. Since *every move contains an element* of a martial arts move, *all movement is transformed into practice* of the martial art.

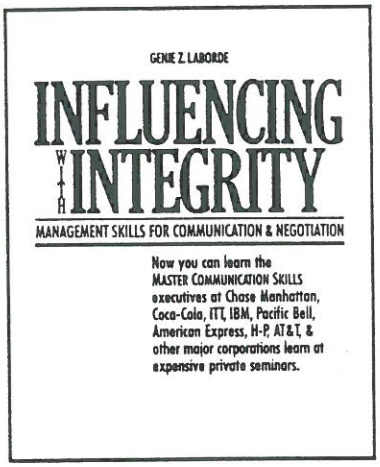
Likewise, martial arts practice becomes part of daily living, a routine and necessary part of life. NLP practice, communicating in a purposeful manner, with the periodic dissociation to check results and make corrections, can easily become as integrated as the martial artist's moves. The beauty in natural integration of practice and living is the seemingly coincidental disappearance of one's need to "do" NLP or to "do" the martial art or "do" sales. In this process, you will bring a whole new meaning to being able to *sustain an NLP practice.*

Are there influence & communication patterns you can talk about, but can't demonstrate? Do your results prove it?

Yes, help is finally here! **SKILL SYSTEMS PRODUCTS**
Designed to make practice fun and build skills!
- Ideal for Practitioners, Master Practitioners & Trainers
- Create simulations of hundreds of situations & personalities
- Hone your patterns one at a time or in combinations
- Dramatically enhance your flexibility , speed and elegance

ORDER YOUR CATALOG TODAY!
First 50 orders receive a special practice report **FREE:**
62 Ways to Have More Fun Building NLP Skills
SKILL SYSTEMS
(619) 481-7791 • Box 655, Del Mar, California 92014

SPECIAL OFFER TO VAK READERS!



INFLUENCING WITH INTEGRITY

By Genie Z. Laborde

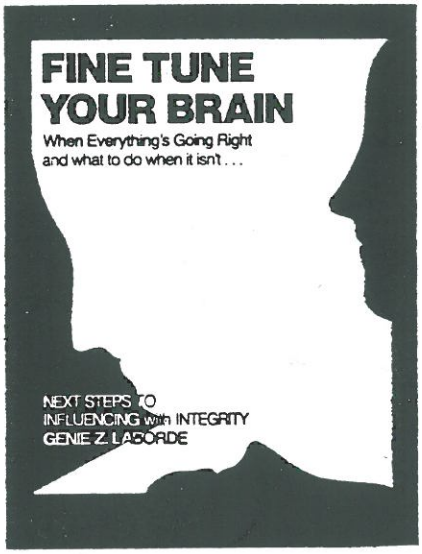
"Laborde's hints on reading nonverbal messages are extremely helpful in picking out the 'real' message. This book is so useful, that if I had to recommend only one book from this reading list, this would be it."

Harvey Kaye,
Inside the Technical Consulting Business,
John Wiley & Sons, 1986

Regular Price: Paper: $12.95 Hardcover: $21.95

Discount Price for VAK Readers: Paper: $10.00 Hardcover: $20.00

Shipping and Handling Included!



Fine Tune Your Brain

Next Steps to *Influencing with Integrity!*

By Genie Z. Laborde

This richly illustrated 312-page edition picks up where *Influencing with Integrity* leaves off, presenting advanced change techniques, including reframing, unlearning fears, and change history. With an emphasis on congruent communications, the author teaches readers how to recognize negative communication patterns and use specific antidotes for them, how to create a resource state, and how to construct powerful complex metaphors.

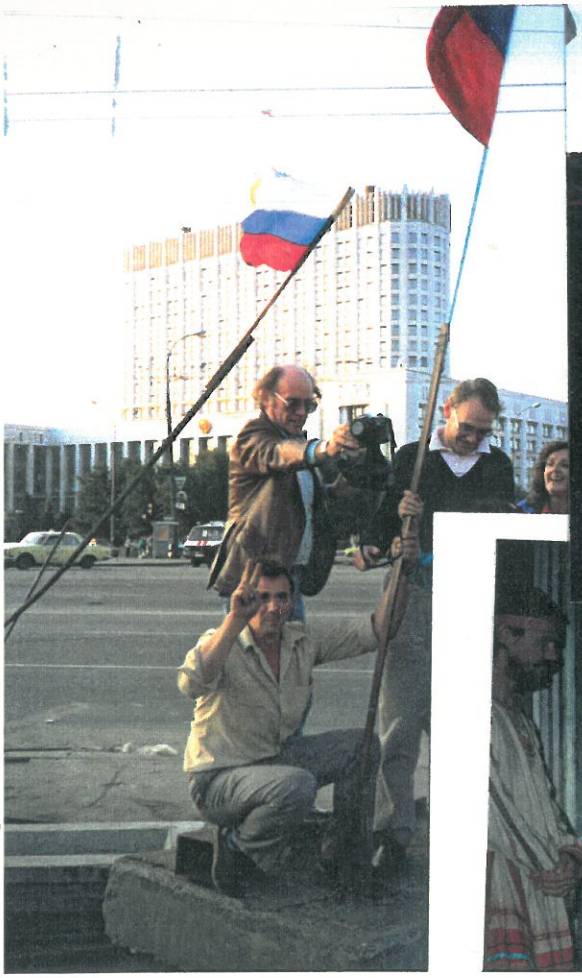
Regular Price: Paper: $13.95 Hardcover: $24.95

Discount Price for VAK Readers: Paper: $12.00 Hardcover: $21.00

Influencing: ☐ Paper $_____
☐ Hardcover $_____
FineTune: ☐ Paper $_____
☐ Hardcover $_____
Calif. residents add sales tax $_____
Total: $_____
Enclosed is my check for: $_____
Charge to my credit card:
☐ Visa ☐ MasterCard ☐ Am Ex
Card No._____
Expiration Date_____

Mail to: Syntony Publishing
700 E. El Camino Real, Suite 110
Mountain View, CA 94040
or call: 415-691-0304

Name_____
Company_____
Street_____
City_____
State-County_____ Zip_____
Signature_____







CLOCKWISE from ABOVE:
Americans and Russians at the Moscow barricades in August 1991. George Griffin, M.D. in dark sweater.
Another view of barricades in downtown Moscow, twenty four hours after the failed coup.
Dancers at Lake Bakal.
JoAnn Garner and Randy Meyers, G.L.A. trainers, at a Russian picnic.
NLP'ers and friends in the Kremlin.

DARK AND LIGHT ASPECTS OF RUSSIA



