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Issue 81 Published January 2024

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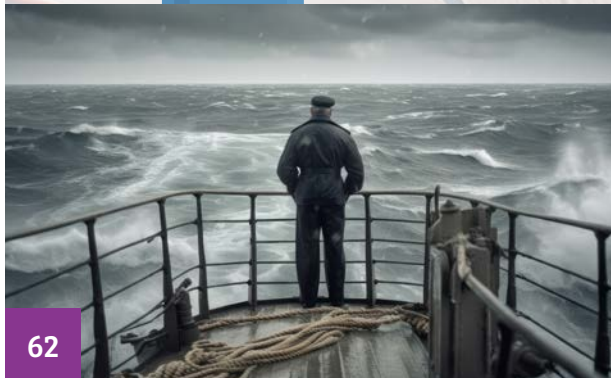
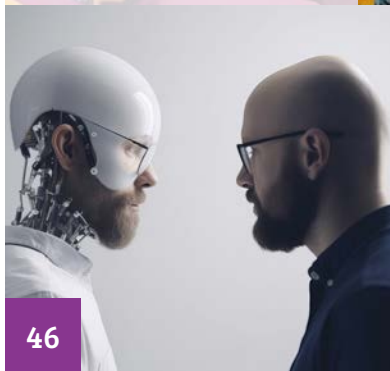
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Transforming Construction Site Challenges: The Power of Reframing for Success



Gayle Young

www.anlp.org/members/gayle-young

The challenge

John, a dedicated project manager, faced the formidable challenge of instilling motivation and fostering effective communication within his construction site team. The situation was marked by a host of pressing issues: persistent misunderstandings, operational inefficiencies that hampered productivity, and a palpable lack of enthusiasm among his subordinates. These challenges cast a significant shadow over the project's advancement, creating a pressing need for a transformative solution.

To address these concerns, John initially sought solutions through conventional problem-solving methods. He engaged in one-on-one discussions, seeking to understand and motivate team members individually. Additionally, he convened team meetings to facilitate communication and cooperation. Despite these earnest efforts, the results were disappointingly short-lived.

The persistent nature of the challenges prompted John to seek a more specific solution. This led him to explore the realm of NLP reframing, recognising the necessity for a shift in mindset and perspective to create lasting positive change in his team and the construction project.

The effect

The challenge had a big impact on John, leaving him grappling with an array of frustrations. He regularly voiced his exasperation with the relentless cycle of misunderstandings among his team members. These misunderstandings led to missteps and delays, further exacerbating the issues at hand. Moreover, John was inundated with complaints about operational inefficiencies, which not only impeded progress but also raised stress levels on the construction site.

A poignant aspect of this challenge was John's observation of a pronounced lack of enthusiasm and motivation among his subordinates. Their disengagement was palpable, casting a shadow over the team's dynamics. These issues didn't merely affect the project's bottom line but took a toll on John's own well-being. He often felt overwhelmed, grappling with a sense of helplessness as project progress appeared to be perpetually thwarted.

Prior attempts at addressing these issues, primarily in the form of meetings and superficial team-building exercises, failed to penetrate the deeper mindset and perspective concerns within the team. These approaches merely scratched the surface, and they were incapable of delivering the transformation that was urgently required. John realised that to tackle these challenges effectively, a more direct solution was needed.

The solution

We engaged in a series of three one-on-one sessions, each session spanning approximately 1 to 1.5 hours. In these sessions, we delved into the specific challenges John encountered on-site. This involved actively listening to his concerns and encouraging him to articulate his objectives and desired outcomes.

“I began to view my diverse team as a strength, not a hurdle.”

Each session was characterised by open and supportive communication. We initiated discussions by actively addressing John's concerns and goals. Probing questions were utilised to facilitate the reframing process, encouraging John to explore new perspectives and potential solutions.

The sessions were driven by constructive dialogue and meaningful exchanges. The atmosphere was one of encouragement and support, fostering an open and engaging conversation that encouraged John to reframe his challenges using NLP techniques.

John typically reported feeling empowered and motivated following the sessions. The sessions were designed to be empowering and transformative, motivating him to have a go at reframing in the workplace. John often expressed an enhanced sense of control over the challenges he faced, which contributed to increased motivation and confidence.

The result

Following the NLP sessions, John underwent a change in his approach to challenges. He transitioned from perceiving his team's diverse backgrounds as potential sources of confusion to recognising them as valuable assets that could foster innovation and creativity. This shift in perception led to improved communication and a newfound enthusiasm among his subordinates. To enhance team morale, John initiated a culture of celebrating small achievements. He actively encouraged feedback from his team members and viewed challenges as opportunities for growth and improvement. When facing new obstacles, John adopted a problem-solving mindset, allowing him to navigate challenges with a greater sense of control.

John said: “The NLP reframing sessions really turned things around for me. I was stuck, and couldn't see a way out of the site attitude problems. But those sessions gave me a whole new outlook. I began to view my diverse team as a strength, not a hurdle. Communication got better, enthusiasm came back, and we even started celebrating the little wins.” ■



NLP Case Studies are taken from the ANLP website case studies submitted by ANLP members. Go to your dashboard to submit your case studies.

Clean Language: Deeply Agreeable to the Heart and Soul

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Clean approaches encourage people to express themselves with maximum freedom.

Clean approaches help “people learn how to facilitate their own creativity in solving their own problems in their own way.”

Ernest Rossi (Milton Erickson's long-time collaborator)

It has been four decades since David Grove introduced the world to Clean Language, a groundbreaking approach for facilitating changes that honour the wisdom in a client's system. Over time, Clean Language has evolved, grown, and sometimes even bewildered those seeking to understand its nuances. And yet some things have remained the same – the clean questions. In this article we will delve into how Clean Language questions embody the principles and spirit of a clean approach.

What Clean Language is

Clean approaches encourage people to express themselves with maximum freedom – minimally constrained or contaminated by a facilitator's concepts and assumptions about the way people or the world works.

Clean Language is what the facilitator does with their words, their voice and their body. You can capture Clean Language on video. It's the behaviour required to facilitate a clean application. It is 'content-free' and 'non-leading' in that it does not presuppose a client's subjective experience has any particular characteristics other than a few universal ways people use time and space to organise their experiences.

While it's impossible to eliminate a facilitator's assumptions entirely from the wording of a question, clean questions almost exclusively make use of what linguists call 'semantic primes'. These are concepts that cannot be expressed in simpler terms and that appear in every language studied. Surprisingly, there are remarkably few of these concepts.¹

Although Grove originally developed Clean Language to work with a client's metaphoric or symbolic domain of experience, Clean Language is just as comfortable working with conceptual and sensory descriptions.

What Clean Language isn't

In a previous article (*Rapport 80*) we distinguished between the *field* of Clean, the *practice* of Clean Language, the many clean *processes* and the general *principles* that guide a clean facilitator (Figure 1).

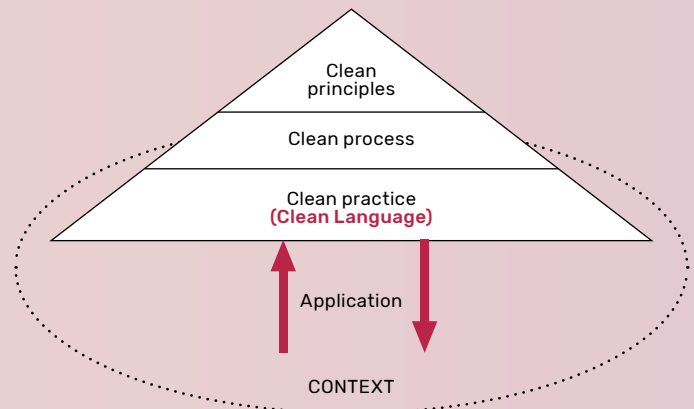


Figure 1: The field of Clean

Clean Language, by itself, is not a method. A method involves a *process* for accomplishing something. It's a systematised application of principles and behaviours in a particular context for a purpose. While David Grove developed many clean processes, such as Clean Space and Emergent Knowledge, many more have been developed by others, e.g. Symbolic Modelling, Clean Language Interviewing, Metaphors at Work, Systemic Modelling, Modelling Shared Reality, and The Five-Minute Coach, among others.

Clean questions

David Grove spent the last 25 years of his life searching for clean questions, and amazingly he found very few. Our modelling of Grove in the 1990s revealed he regularly used nine *basic* questions and he occasionally employed around 20 *specialised* clean questions – and that's all.²

We recently reviewed the questions we have been asking during Symbolic Modelling coaching or therapy sessions conducted over the last 10 years. We discovered that variations of the eight questions shown in Figure 2 contributed 80% of all the questions we asked.

These eight questions are restricted to *near-universal* cross-cultural ways people organise their experience in terms of space, time and form, represented by the points of the 'compass' shown in Figure 2.

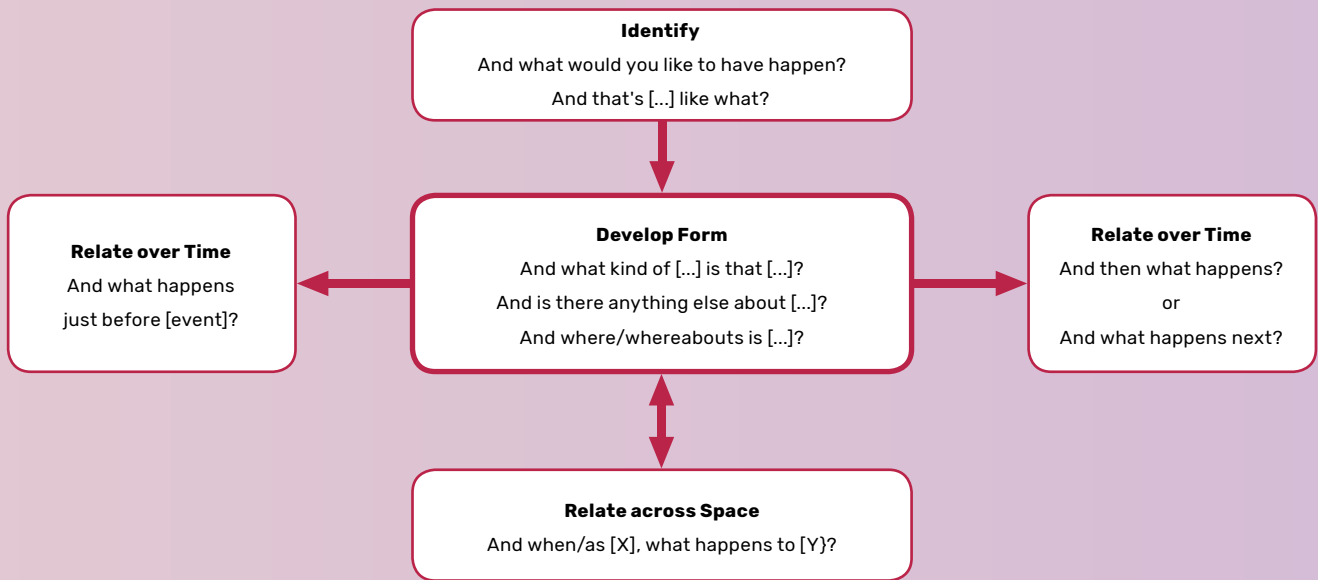


Figure 2: The basic Clean Language questions compass used in change-work

A further 15% of our questions were covered by five *contextually* clean questions – questions that required certain conditions to be in place before they can be asked cleanly.³ Thus, on average, 19 out of 20 of our questions (95%) were drawn from a pool of just 13 questions.

Function of a clean question

While modelling David Grove, we had a major breakthrough. We realised the key function of his questions was *not* to elicit information, but rather to invite the client to attend to somewhere, somewhen or somewhat within their inner world. The effectiveness of the questions came from what *the client did* with their mind-body to process or make sense of the question.

Figure 2 is less about a categorisation of the questions and more like a compass. The arrows signify *where* each question invites the client to attend to within their internal world: to identify and elaborate (and stay with) an aspect of their experience; or move in a direction (back or forward in time); or across perceptual space.

The eight basic Clean Language questions embody five principles:

- 1 Acknowledge experience just as it is described.
- 2 Accurately preserve and utilise expressions of experience.
- 3 Attend to aspects of experience congruent with those expressions.
- 4 Only presuppose near-universal aspects of human experience.
- 5 Have no intention to change a person or their experience.

Let's be clear: Clean Language influences and directs attention. *All* language does this. However, most language directs attention to aspects *outside* of what a person has expressed. Clean Language works *within* their frames of reference.

Unusual features

Clean Language questions have several unusual features. Firstly, they all start with 'and', emphasising that what is about to follow is contiguous with what has already been expressed.

Secondly, clean questions do not reference the facilitator. For example, we do not ask the client to "tell me about..." since we want to encourage their attention to stay with themselves.

Thirdly, paraphrasing is not part of Clean Language. Every paraphrase introduces something new into the conversation and therefore potentially reframes it. While reframing is valuable in some contexts, clean questions incorporate the client's *precise* phraseology in order to preserve the idiosyncratic association

with their richer, more extensive network of experiences.

Fourthly, the facilitator does *not* mirror the client's body posture and gestures. Instead, we look at and gesture to the location of the symbols in their perceptual space *from their perspective*.

Written on a page, clean questions can appear 'mechanical' and 'lacking empathy'. But when said slowly with a tonality and rhythm of genuine curiosity for how a person constructs their personal reality, they are received by the client's body as much as their mind.

Clean Language and change

Clean questions by themselves do not constitute a change process. Moreover, none of the questions include an intention to remove or reframe any aspect of a client's experience, including the ones the client perceives as problematic. Clean Language leaves the intention for change with *the client*. Changes happen frequently and mostly spontaneously as an organic by-product of the client's self-enquiry and self-modelling process.

Clean Language leaves the intention for change with the client ... as an organic by-product of the client's self-enquiry and self-modelling process.



▶ The following extract from the beginning of a Symbolic Modelling session with a Ukrainian psychologist⁴ illustrates Clean Language's key features (F = Penny or James; C = Client; Clean Language questions are in bold):

Clean Language is the embodiment of a clean stance – the relationship a Clean facilitator has with another person and their inner world.

- C** I was going to return home. But then I get news that there was a chemical attack and I got back my feelings that everywhere in Ukraine is not safe. So I got a feeling that two parts of me are in conflict and then I have such a feeling that – kind of like the Earth is dropping from my feet, like down from my feet.
- F** **And when** it feels like the earth is dropping from your feet, **what would you like to have happen?**
- C** I would like this to stop; that the Earth would not drop down.
- F** **And** you would like this to stop, that the Earth would not drop down. **And when** this stops, **then what happens?**
- C** And then I stop. I stop to collect my things. And I'm stopping to collect my stuff and I stay at home. I'm not running away.
- F** **And** you stop and collect your things and stay at home and not run away. **And when** you stay at home like that, **what kind of** stay at home **is that?**
- C** I have two simultaneous pictures here and one of them is about the desired outcome where I live a normal full life. Another one is, it's still unsafe to stay here and I have to collect my stuff and run away.
- F** **And when** you have those two simultaneous pictures, **what would you like to have happen when** you have **those** two pictures?
- C** That only one picture would be left, the one with the full life.
- F** **And** you'd like only the one picture. The one with the full life. **And what kind of** picture **is that** picture?
- C** Now I've got an idea that I should be real and not want that picture to disappear, but to get some way to unite both pictures

We start by acknowledging the client's experience, a metaphor for how she is reacting to an inner conflict resulting from the outer conflict of war. We do not ask what she wants *instead* of her problem; rather, we enquire what would she like to have happen, given this is her experience.

In response, the client expresses a desire to "stop" the problem, so we invite her to consider what happens *when* "the Earth does not drop down". Within two questions, the client has smoothly transitioned from describing her problem to defining how she would like it to be: "To collect my stuff and I stay at home."

The client's attention turns to "two simultaneous pictures". We do not 'side' with either picture, nor attempt to facilitate her to resolve the "two parts in conflict". Rather, we invite her to consider what she would like to have happen when she *has* those two pictures. The client realises that she "should be real" and identifies a new desired outcome to "unite both pictures" – setting a direction for the rest of the session.

This short extract illustrates how our Problem-Remedy-Outcome (PRO) model works in practice.⁵

As the session progresses, the client accesses a resource metaphor, "a lullaby when you're wrapped in a blanket and held in the hands of the mother". Spontaneously, the client *becomes* the mother and then the two parts that were in conflict can "peacefully coexist and help each other". The result was that the client, "feels more steady, safe and confident. And though there is still a feeling of un-safety around, at the same time I feel that I'm able to manage with it, to cope with it."

To conclude

Making use of Clean Language questions is a continuum ranging from using one or two clean questions in almost any situation to strictly adhering to the five principles listed above. Clean Language is the embodiment of a *clean stance* – the relationship a Clean facilitator has with another person and their inner world. As David Grove said, "Clean Language is deeply agreeable to the client's heart and soul." ■



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References

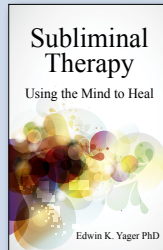
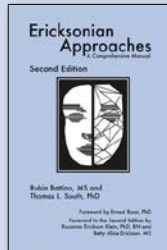
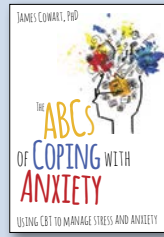
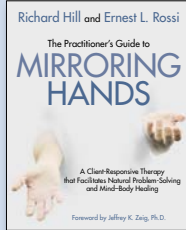
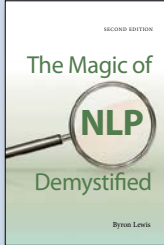
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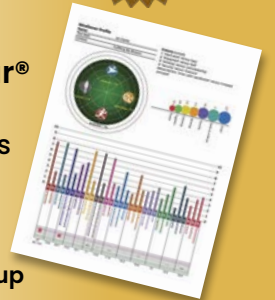
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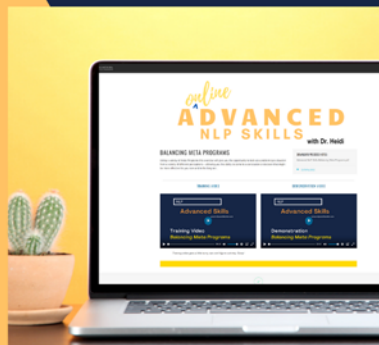
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NLP Initiatives in Education and Health



Kash Falconer

strategy@anlp.org
www.nlpawards.com

ANLP supports two important projects, NLP in Education and NLP for Health. The aim of these initiatives is to coordinate ANLP members to bring specialist skills to areas where NLP can have an important impact.

NLP in Education

The NLP in Education project has been a concept for several years, waiting for the right time to emerge... and, in mid-2023, it felt like the time was right! ANLP CEO Karen Falconer is passionate about bringing NLP into the education system at every level to empower students, teaching faculty and student support networks (parents/guardians/etc.) to learn, teach and support in the best way possible.

It is a huge task – and ANLP members have volunteered, formed a project team and are busy formulating different approaches and analysing different entry points into the education system to give them the best possible chance of understanding, acceptance and success.

The core team is made up of ANLP members who currently work in the education system and are delivering services to the groups above. There are several keys to success:

- Engagement with the identified groups
- Having NLP-trained people already established and respected in the education sector
- Using credible research, data and language that the education system uses and understands

Having initiated the project, the team will establish the well-formed outcomes in the coming weeks and months and look to bring in more ANLP members to deliver the services they identify, using a cohesive and collaborative approach.

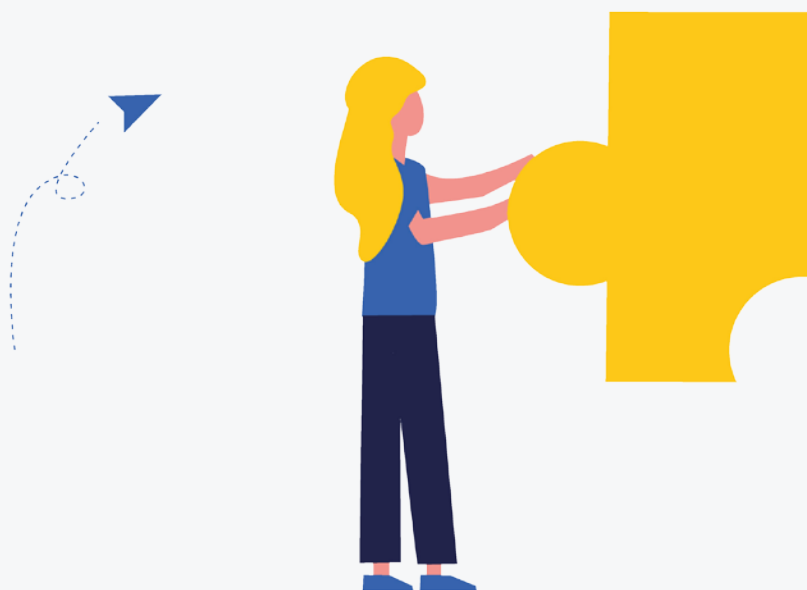
Ultimately, it is governments that must be paced and led to allow them to understand the importance of the NLP toolset and how it can be congruently and effectively applied in an education setting. While the team and project builds up to that and develops

The aim of these initiatives is to bring specialist skills to areas where NLP can have an important impact.

the framework and contacts required, NLP in Education will endeavour to find entry points into the education system to introduce those NLP tools and strategies to empower teachers, students and their support networks.

A presentation/discussion on NLP in Education will take place on Sunday 11th February, 13:30 – 14:30 (GMT). Tickets are available here: www.tickettailor.com/events/thenlpinternationalconference/991494

Find out more about the NLP in Education project on the ANLP website: www.anlp.org/nlp-in-education-project





NLP for Health

This project has been running for over two years and has been methodically building the team and support resources for ANLP members to engage in the programme.

The vision: NLP – a prescription for change in health and wellbeing

Our mission: For all GP practices in the UK to have access to NLP professionals

Our vision and mission are fully explained here: www.anlp.org/nlp-for-health.

At its core, NLP for Health is similar in scope to the NLP in Education project, looking to introduce NLP into GP practices, Primary Care Networks (PCNs) and NHS training hubs to support doctors, nurses, support staff and, where ethical and appropriate, patients. The 'entry points' to the healthcare system are many and varied and the resources being collated and produced by the NLP for Health team demonstrate how evidence can be used to prove the efficacy of NLP within the groups mentioned above. Key to this is the production of data and information from successful interactions within healthcare so there is an array of evidence-based practice.

With ANLP members who are GPs and healthcare professionals contributing to the project, the team understands that a body of evidence and reference data is needed as this is the language that is understood and accepted in this field. The NLP professionals presenting the data and delivering their services in this sector must also have practical experience and relevant skills in the services they are proposing.

As the project builds, more ANLP members can join the delivery team to use the framework and, crucially, build evidence of supporting the healthcare system. Feedback of success perpetuates the resources available to all registered project members and gives even more opportunities to raise the credibility of NLP in this sector.

If you would like to join a discussion on the NLP for Health project, it will take place on Saturday 10th February, 13:30 – 14:30 (GMT). Tickets are available here: www.tickettailor.com/events/thenlpinternationalconference/990574

To find out more about the NLP for Health project and to register, please visit: www.anlp.org/nlp-for-health ■



Highlights from our Social Media Outlets over the Last Few Months



 **yve.stoffel** 1 w

NLP truly is a journey I enjoy a lot. It's been initiated by the wonderful and talented @lauralaugier_ who introduced me to my outstanding mentor @fionacampbellcoaching! Fiona teaches me the strongest foundation I could ever imagine as well as introducing me to other amazing trainers like @shah_nishith to even enrich my skills

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ANLPINTERNATIONAL Posts

22 November

 **anlpinternational**

“I own me, and therefore, I can engineer me. I am me, and I am Okay.”
— Virginia Satir

View Insights Boost post

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anlpinternational A little inspiration and wisdom from Virginia Satir... more

21 November

 **anlpinternational**

 **Emma McNally** (She/Her) • 1st
NLP Trainer, Author & Speaker; Training professionals to achieve great...
1mo • 🌐

Awesome day yesterday, congratulations to this wonderful group who successfully completed their Advanced NLP Business Practitioner.
#nlp #nlpbusinesspractitioner #nlptraining



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WRITE FOR RAPPORT MAGAZINE


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anlpinternational Calling all budding writers...new segment for Rapport Magazine coming Spring 2024... more
2 days ago

 **Kate Brindley**
25 October • 🌐

There were great conversations this week with the ANLP International CIC education group. Moving forward to ensure #NLP becomes a vital resource within #Education across the country—encouraging, developing, and supporting our students, staff, and families' growth and mental health.

As more children and young people reflect on the trauma and impact of COVID-19 and disrupted home life, it's essential to make sure we have the right tools to offer them, school staff, and family.... See more



"We feel that this is an important and fantastic community project conceived and being run by the NLP for Health team and fully supported by ANLP"



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Neuro-Linguistic Programming... a field as intriguing as it is beneficial, yet as misunderstood as it is vast. For us in the know, it's the Swiss Army knife of communication, personal development and behavioural mastery. And when the corporate door creaks open and you're armed with nothing but your wits and an overview of NLP, how do you transform sceptical stares into nods of approval? How do you sell the invisible?

There's an art to selling not only a service but an experience, a transformation and, ultimately, a tangible outcome.

Speak their language

First things first, drop the jargon. Yes, we can talk about representational systems and submodalities until the cows come home, and yet the senior leadership team probably doesn't know their visual construct from their auditory

remembered. And, frankly, they don't need to. Organisations are looking for solutions, not a lexicon lesson. They want to hear about the outcomes, the benefits and the return on investment (ROI).

Translate NLP concepts into something that will make them listen. Discuss 'enhanced communication skills', 'strategic goal setting', and 'peak performance' rather than anchoring and SMART goal setting. Think of it as modelling the language of your client.

Do the research!

Medium to larger organisations put a lot of information on their websites, especially PLCs, who are regulated to ensure they publish regular reports. These contain a wealth of information about the future plans and current challenges of the business. Check out the investor relations pages and annual reports in particular, which will always be on their website.

Company values, names of the senior leadership team members and key personnel can be listed on the about section alongside links to social media accounts and latest news articles. You can also search through Google News for

the latest trends of the industry or the organisation itself; for bigger 'targets', setting up a Google Alert on relevant names can help you stay informed.

On LinkedIn, search for and follow the relevant people within the organisation, see what they are posting at the moment and, once you know who the key decision makers are likely to be in relation to your work, ensure your LinkedIn profile is up to date and relevant for the people you're speaking to. Remember: by default, when you look at someone's profile, they'll see you're checking them out and might just look at yours (you can disable this, by the way).

Customise the approach

As is true for coaching clients, one size does not fit all, especially in the world of corporate training. You'll need to tailor your approach/pitch to address the specific pain points of the organisation – including some 'away from' motivators and not just the shiny outcomes. Is it leadership development they're after? Or is their sales team in dire need of an empathy and rapport transplant?

Also consider your scope of training.

Drop the jargon. Organisations are looking for solutions, not a lexicon lesson.



Who/what are you comfortable training and who/what are you not? What have you been invited to quote for, if anything?

Understand their industry, their culture, and what keeps the CEO awake at 3 am. Then, and only then, can you construct a compelling case for NLP training that resonates with their needs.

Typically, the way into an organisation for a trainer is via the C-Suite (CEO, COO, CIO, CFO etc) or the Human Resources/ Learning & Development/People teams, unless of course you've been informed of some other lead/potential from within your network. There are also plenty of websites where people post training needs that you can apply to support people with as well. I'll share a few of these in my talk at the 2024 NLP Conference.

Demonstrate value, don't assert it

It's tempting to become an evangelical NLP convert... Resist the urge. Organisations don't want to be told what's good for them – they want to be shown through social proof. Use case studies, testimonials and empirical data, where available, to demonstrate how NLP has transformed similar organisations. This is where case studies on the ANLP website (<https://anlp.org/case-studies>) or research papers can be referenced; these are there to support us all to bring high-quality NLP into the business world.

Quantify the unquantifiable. If you can showcase how NLP training has improved employee retention by 15%, or boosted sales figures by 25%, you've just spoken in the universal language of business: numbers. You want to take the training beyond having a nice session and into tangible results and behavioural change.

Your potential client needs to get to know you, has to like you, feel that they can trust you – and that's before they'll buy from you.

Build rapport, then maintain it

Speaking of liking you... NLP professionals know the value of rapport. It's the golden thread that ties all communication together. When pitching NLP to organisations, you must build rapport with key stakeholders. Mirror their communication style (phone, email, online, text message), email opening statements and signoff phrases. During face-to-face and virtual meetings, remember the body language, match their tone, pace your speech with theirs – use the tools you have been taught to establish that crucial connection.

And once you've built it, maintain it.



Rapport isn't a one-off gimmick; it's a garden that needs constant tending. Follow-up meetings, check-in emails, and commenting on their LinkedIn posts go a long way in nurturing relationships. Sometimes the relationship dance (I love this phrase – and the book by Melody & Joe Cheal) is a quick jive and other times a long waltz. When the time is right and the value they see in your approach matches their need, the work you've put in will pay off.

Educate through experience

"People may not remember what you said, but they'll never forget how you made them feel," as the saying goes, and we know that's especially true of NLP-based approaches. My largest clients frequently start off as smaller 'lunch and learn' type workshop participants to give them a taster of me as a trainer plus the information I speak about. Once they have experienced a taste of NLP (of course, you need to leave them wanting more whilst packing the session with content), they'll be far more likely to look further.

And of course, the ideal is that the decision-makers experience first-hand the 'aha' moments NLP can induce, meaning they're more likely to invest in multiple workshops or large training programmes for their teams.

Remember that a person's reputation is on the line if they waste money, bring in a trainer who is less interesting than paint drying or invest in a programme that doesn't deliver the results you've promised, so starting small helps them to trust you with the larger budgets (the ones they say they don't have but strangely appear later on...).

Be patient and persistent

The buying cycle for some organisations can be long. You've got to get to the right person at the right time with the right budget at the right point in the year. Be

prepared for a long courtship, a nuanced back-and-forth that may test your resolve. Stay patient, provide value, and be ready to answer any objections with grace and facts.

It's also important to have multiple contacts into an organisation. You might have a good relationship with the person who is the first point of contact, but what if they leave the organisation? Who is their boss – or, perhaps, the person who is signing off the project? Who else has been in on the meetings? This helps you be less exposed in the sales and recommissioning cycles should a single individual leave.

Ultimately, it's about fostering an understanding of how NLP can be a silent partner in an organisation's journey to success. It's about selling an experience that culminates in measurable outcomes.

Summary

Selling NLP training to organisations is akin to conducting a symphony; it requires finesse, an understanding of the audience, and the ability to bring different elements together to create something truly memorable. As NLP professionals, the task is to transform the esoteric into the essential, guiding our clients towards the realisation that what we offer is not just training – it's a catalyst for transformation.

So, as we gear up to exchange pleasantries and business cards (or LinkedIn QR codes), let us go forth with the confidence that NLP is not just something we do, it's something we live. And it's this authentic embodiment of our practice that will ultimately open the doors to those organisations, ushering in a new era of communication, leadership, and peak performance.

After all, in the world of business, results speak louder than words, and it's the mastery of those words that will herald the results. ■

The eCoherence Zone:

Nature avoids competition where possible

Balance is something many of us seek. Not the flatlining kind, but instead achieving a general sense of equilibrium that allows for both survival and evolution. Three 'rules of life' were shared in a recent Netflix series, *Life on Our Planet*:

- Only the best adapted will win through
- Competition drives evolution
- A rapidly changing environment causes chaos

Whilst these principles can be useful to model our behavioural flexibility within a variety of contexts – and they do indeed impact a rise and fall of life – nature is not so much the 'battlefield' it is often portrayed to be.

If we deeply observe the patterns of life and connect with being part of nature, I strongly believe we must add the following important rule:

- Collaboration fosters health

Competition, it turns out, is rare in nature. With the exception of mating seasons, for instance, **nature avoids competition where possible** because it can be costly to life.

There are countless examples of 'mutuality' in nature – symbiotic relationships where close associations are formed within and between species. So, it appears the first three rules are merely about survival... but if we wish to truly **thrive**, we need rule four! ■

By Lizzi Larbalestier, ANLP Regional Ambassador for Cornwall and the NLP Specialist Envoy for the Environment and Oceans.
www.anlp.org/people/lizzi-larbalestier

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Less is More: A Clean Approach to Mind, Metaphor and Modelling

by Penny Tompkins
and James Lawley

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Penny Tompkins and James Lawley's major modelling project of renowned therapist David Grove led to the creation of Symbolic Modelling, a new modelling methodology based on Grove's Clean Language, his unique approach to working with client-generated metaphors and his 'clean' relationship with clients' inner worlds (subjective experience).

This conference masterclass will include:

- Why Clean Language is even more useful than you may have thought
- How working with metaphor is fundamental to the structure of subjective experience
- A new way to model the embodied mind
- Why self-modelling is key to a 'clean' change process
- How to work with the unpredictable, emergent nature of organic change
- What goes on in a symbolic modeller's mind

In this masterclass you'll see Penny and James demonstrate their approach and describe how their modelling of the structure and process of the client's inner metaphor landscape informs their choices. You will also have the chance to acquire a new way of facilitating that is particularly suited to working with complex problems, the big issues of life and the spiritual domain of experience.

About the presenters

NLP has been a significant part of Penny and James' lives since 1991 when they met on an NLP practitioner training in London. They were even married by Todd Epstein at NLP University in Santa Cruz at the end of their trainer's training in 1992!

They helped found the Neuro-Linguistic Psychotherapy and Counselling Association (NLPtCA) and establish NLPt as a psychotherapy recognised by the United Kingdom Council for Psychotherapy (UKCP).

Their book *Metaphors in Mind: Transformation through Symbolic Modelling* was the first comprehensive model of David Grove's work up to 2000. More recently, James co-edited the academic book *Clean Language Interviewing: Principles and Applications for Researchers and Practitioners*.



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