



Welcome to the Autumn Issue

of Rapport. I love the ideas that underpin "The Secret". On page 32, Dr John Demartini says "Doing what you love and loving what you do is great for you" which means, as the publisher of Rapport, I am one of the luckiest people in the world. Michael Spence talks about expanding the parameters of possibility, by reminding us about the presuppositions of NLP (p14). Hove his new definition of NLP- "No Limits People- those who keep going to fulfil their dreams, whatever happens". I'll certainly be reminding myself of that over the next few months as I am moving house tomorrow... well, moving into a caravan on a plot of grass, upon which we will build "our dream home" over the next 12 months! I'm future pacing this one and focusing on Christmas 2008, visualising my family round the Christmas Tree in our newly completed home!

And what better role model for visualisation techniques than Getrude Matshe, African storyteller, motivational speaker and truly inspirational entrepreneur, whose story we tell on p22.

With most of my wardrobe disappearing into storage for the next few months, I've given plenty of thought to Julia Rennie's advice on image (Forty seconds to success, p34). It is so important to remember that we are always creating a visual impression with others, regardless of whether we actually say anything. Talking of image, David Lincoln writes a short piece to explain the thinking and philosophy behind ANLP Trainers Accreditation.

Do read Shona's 7 Strategies to boost your business (p24). I have picked up some really useful tips for our own marketing plan. Watch this space...

Wishing you well...

Karen Moxom

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_essons in the Power of Influence

Maybe it was inevitable that a teacher of high school children would have an interest in the dynamics of groups. When that teacher is the brother of one of the co-founders of NLP who was also influenced by Carl Rogers, that interest became a lifetime's understanding. Andy Coote talks to Michael Grinder about Cats and Dogs and leaderless groups.

I had Carl Rogers

saw Michael Grinder in action at last year's NLP Conference where he gave the Keynote speech on the first night. Appropriately for a night when the rain was torrential, his subject was 'Cats and Dogs'. In a packed, and slightly steamy, hall in Regent's College he demonstrated his own ability to work with groups. He had us first engaged and then involved. We'll return to the Cats and Dogs theme presently, but first I want to give some background on the man himself.

Michael was a high school teacher teaching the age group 15 to

18 for 17 years until 1983. In 1976 he met Carl Rogers, developer of personcentered approaches to counselling and psychotherapy. "It was the only time he went into public school to see if he could transfer his skills into that environment." The influence of Rogers was soon evident in Michael, "I became Rogerian and my voice pattern went up and down and I had the head nodding. I was highly

approachable and got along fine with most people." But not all people were susceptible, "I found the Carl Rogers approach didn't work for 20% of my students and that puzzled me for a long time. Eventually it dawned on me that Carl only ever taught people who wanted to be there and that I needed to develop techniques or strategies to work with people who just didn't want to be there."

Carl Rogers, to me and maybe to many readers, is a name in the text books and a set of ideas. I ask about working with Rogers. "He created his own atmosphere which was not about learning from him but about learning from yourself. He was excellent at creating a safe atmosphere." Michael comments "I'm much more directive than he was. His concept of a leaderless group fascinated me in terms of where we all ended up empowered, but the length of time it took wouldn't fit with the lifestyle I was in. So I tried to figure out how to arrive at empowerment without taking the length of time that he did. I had Carl Rogers acceptance, but not his patience. For my own sanity, I needed to have a different style."

Around the same time, through his brother John, he was becoming familiar with the early developments of NLP, still known as meta magic at that time. "John was developing NLP whilst I was still a teacher. He

invited me to watch him in the summertime when I was out of school and eventually invited me to become one of his eight or nine trainers for certification".

I wondered if being John Grinder's brother had been an issue as he developed his career. Did people have expectations of how he would be? "I suppose there is a certain notoriety to it but I've never experienced prejudice or skewed expectations. I'm able to be myself as well as John's brother."

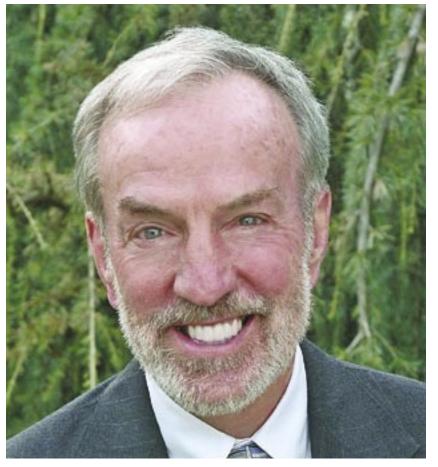
> From his early work with Carl Rogers and John Grinder, Michael chose to specialise in how groups interact. His early experience of working with groups of high-school age kids clearly had an influence on this. There was also a gap in knowledge that interested him. "The limitation of most psychological models in my experience and I include in that Carl Rogers, transactional analysis and NLP, is that they focus on the individual and on one-to-

acceptance, but not his patience. For my own sanity, I needed to have a different style

one communication and not on how groups work. With a larger group, where involvement is involuntary, group dynamics moves things on from one-to-one communication. It moves from focusing on an internal model to focusing on the external model. Anthony Robbins does a great job of getting hundreds of people to access their internal states as part of a group but generally it doesn't happen that way".

Given his background, it is no surprise that he spends 65% of his time working with educators. Because of the value of his time most of that is in the training room with the educators themselves. "I'd much rather be in reality instead of the training room and I target to get into at least 100 classrooms in a year. I recently trained all of the teachers in one school and was able to follow up with them in the classroom. It was an interesting experience for me. It was like having created the song, discovering that other singers can also sing it. It's about trying not to do what is idiosyncratically me but what is truly transferable."

He emphasises the use of external skills in the classroom and sees a specific role for NLP. "The main benefit for me in being trained in NLP is that it sharpened my eyes and ears in terms of perception. I observed the external effects on others, for example, when a teacher does this thing, his



class will then do that thing and I was able to understand the patterns. I didn't get it to work in a group setting, particularly an involuntary group setting, and came to the conclusion that in such circumstances it is better to use your NLP skills on yourself to determine the external skills that you could use or ways of giving those NLP skills to others in the group."

Those patterns have been developed into a set of techniques to elicit the desired responses from the group - what Michael refers to Pentimento* and as 'the science and art of non verbal communication'. These techniques are taught around the globe in his Group Mastery programme. It is not, Michael asserts, an easy course but "the numbers attending as well as the number of people who finished the course are excellent. You need staying power to be certified and participants will certainly work their tails off". As well as 16 days of contact time

over 10 months, students will also log in every week of the first 5 months, complete worksheets on the site and then send them through to Michael who provides professional feedback. For the final section of the course, the students will videotape themselves "to demonstrate their understanding of 50 out of 130 skills. They bring the videotape to the final session for assessment".

These external skills also apply in corporate environments. "When leaders no longer have face-to-face contact with the team, they can start representing them not as human beings but as the position. This is where the 'cats and dogs' work is useful. I work with people in senior positions who are responsible for large groups of possibly more than 50 and who may not be able to recognise the faces let alone have any real knowledge of the people, in order to ensure that they keep

Cats and dogs in corporate life?

Michael Grinder proposes that we all exhibit dog or cat tendencies and that understanding them and knowing the signs will lead to better group work and individual performance Dogs are high accommodators and have low independence whilst cats are very much the opposite. The higher the level you reach in your job, the more cat is needed but a mixture of characteristics from both is desirable. At the NLP Conference in 2006, the whole room role-played being cats, dogs or an observer. It is impossible to summarise the concepts in a small box like this however, dogs treat others how they want to be treated (a stroke because they treated (a stroke because they are WONDERFUL).

Graham Willson and Hazel Ann Lorkins of GLD Training will be -25th November 2007 at Regents College, London (http://www.nlpconference.co.uk/). They also deliver Michael's programmes and products in the UK. (http://www.gldassociates.co.uk/) Group Mastery in the UK is delivered by Michael Grinder with ITS and the next course begins in May 2008 - http://www.itsnlp. com/groupmastery.htm./

the group together and motivated. This requires a level of cat within the leader and leaders must ensure that they don't get promoted past their level of catness". [See box for more]

Michael is very keen to understand the difference between permission and authority. "Permission involves a paradigm shift and some cultures

find that difficult to understand. In your article about Christina Hall (Rapport Summer 2007) she talks about rapport not being a single event but a continuous process – that, I believe, is permission".

Michael's new book The Elusive Obvious will be published shortly. I caught Michael between finalising that and heading out on the road for another tour.

Michael believes that "we are in love with the influence of power, when we really need to be in love with the power of influence". The

> power template, he asserts, "is short-term, focuses on the issue level of the communication and is results-oriented. Whereas, influence is longer term, focuses on the relationship level of the communication and is more process-oriented".

Michael, himself, is the very model of the power of influence.

***** Pentimento

Is a term borrowed from the art world and refers to the underlying foundation of a painting – effectively what lies beneath the surface to make up the painting we see. The pentimento of communication is made up of the four non-verbal ingredients: Visual, Auditory, Kinesthetic and Breathing. Grinder recommends that these be learnt in all their combinations.

GETRUDE MATSHE

THERE'S A VERY THIN VEIL BETWEE US AND WHAT WE WANT

by Eve Menezes Cunningham

etrude Matshe was named after a rebellious grandmother who had been taken away from her parents to be raised by white nuns in an orphanage. This was quite common at the time and must have been heartbreaking.

But this little girl, who didn't know anything about her heritage or even her African name, decided to change the new one: Gertrude became Get Rude and no amount of punishment would get her to change back.

Getrude Matshe has inherited this audacity and spirit. In Zimbabwe, where she was born and raised, the average life expectancy for a woman is 34. But now she's made such a success of her life, she is determined to do whatever she can to help her country heal.

Getrude says that although she is not the typical African woman, her life purpose is to give a voice to African women. She says, "Africa is a hard continent to live on but it prepares you to live anywhere."

She and her husband grew desperate to leave their home and she had several Batik workshops lined up to earn good money in the US. She planned to go ahead with her children and would send for her husband when she'd saved enough for his fare.

But when they changed planes in Johannasburg, an administrative error on one of her children's visas led to them being sent back to Zimbabwe. Their error, she was told, would cost her \$6million to correct. And when they tried to get a refund on the unused tickets to America, she was told that this would be impossible.

So her spirits were quite low. The amazing life she'd been on the verge of had been taken away. But then 9/11 happened and Getrude realised that, based on where her workshops would have taken place and



the timings, she'd almost certainly have been

Later, she says, she and her husband took another gamble and put their life savings into a home in New Orleans. When this was destroyed by Hurricane Katrina, Getrude got the message that she wasn't meant to live in America.

Things started changing for her. That day, Getrude had read a quote: "If a man kicks you in the butt, let it push you towards your goal." At this point, a cousin who was in New Zealand tracked her down via the internet and sent her an email inviting her to move there. So Getrude went ahead with the kids planning to send for her husband as soon as possible.

She and her kids were sleeping on her cousin's floor and she had no idea how to get a job, home and daycare. One evening, Getrude

found herself in an exclusive Wellington neighbourhood. Looking in an estate agent's window she dreamed about living there and wished she could afford it. Then she met a woman who said that she knew of a place, in that area, that might be perfect for her. She even got the rent reduced until she could find work.

So Getrude moved into a beautiful neighbourhood that was technically way out of her price range. Her new friend told the people living on the street that any household items would be appreciated. Getrude says, "I found everything I needed on my doorstep."

Soon, her home was fully furnished. It was as if the second she realised she needed something, from a table to blankets, a kindly neighbour would appear with the item she had just thought of.

This all sounds like a fairy tale but Getrude's resourceful attitude is what has enabled her to take advantage of every opportunity. One evening, she was listening to film director Peter Jackson giving a speech. When question time came around, the fan of his earlier Lord of the Rings asked how she could get a part in his forthcoming remake of King Kong.

This led to her being asked if she knew of several hundred Africans in New Zealand who might like to be extras. Instead of gasping, "Oh, no, I just wanted a little part for me. I don't know anything about hiring film extras" Getrude decided to try.

She ended up trawling the streets and buses of New Zealand taking strangers' pictures and building up an agency for film extras. Having provided all these extras, she was again disappointed to be told that she was too big to be one herself. But then she got a small role as a servant instead.

Getrude had continued creating her beautiful Batik designs but felt disheartened that the New Zealand market was not interested in her African zebras and giraffes. Then she had a dream in which Grandmother Getrude was yelling at her. In English. Granddaughter Getrude knew she was really impatient. When she woke up, she still didn't understand the message about "breaking the problem into little pieces." But within three months she'd sold 1000 cushions that she'd made from the previously unwelcome material.

Getrude and her husband's families alone have 19 AIDs orphans. With 17 million in Africa, she wants to help "give this generation

a hand up. When you give someone a handout you're not empowering them, you're

Everything you want in life is already here

disenfranchising them. Somewhere in our history, someone told us we were poor and we believed it. But Africa is one of the richest countries in the world in terms of gold and oil. We need to break the cycle."

So she's written a book about her journey, Born on the Continent: Ubuntu. The profits are going into a charity, the Africa Alive Foundation, she's launching. "Ubuntu" means "I would not be human unless

you were human acknowledging my humanity".

Getrude is applying the same visualisation techniques she's used to lift herself out of poverty to launch this charity. To raise awareness, she's been speaking internationally and has already seen several amazing coincidences. One example was visiting LA and being asked by a friend to come to church. She was about to say, "I've not been in 18 years I'm not a Christian" but she heard an inner prompt telling her "Getrude, you need to pray."

So she went.

And it turned out to be the Reverend Michael Beckwith's church with a congregation of 10,000. She recognised him from The Secret and tried to get a meeting with him to talk about her charity. Instead, he offered her the floor so she could talk directly. Cheques are still pouring in.

Getrude would love to meet Oprah Winfrey. She has been visualising this friendly chat with the help of a picture of Oprah and her best friend Gayle King (Editor at Large of

O Magazine). When Getrude realised she needed to say when she wanted to meet Oprah by, she added

a date to the picture.

Getrude's currently writing a screenplay and mentally "cast" Denzel Washington in her husband's role. By another coincidence, her son got a part in a real film as Denzel Washington's son. So she asked her son to ask Denzel if he remembered her. She'd been an extra on Cry Freedom for two weeks as a 19 year old in South Africa. He did and has agreed to be in her film pro bono if he can make his



schedule work.

Naturally, Getrude is already practicing her Oscar acceptance speeches (she's after several awards). To make this feel more real, she's using some fake Oscars she picked up in LA. She says, "My father taught me how to dream. There's a very thin veil between us and what we want. Once you start refining your vision, it's like taking blinkers off.

"It starts in the mind by you seeing it in pictures. Then you have to imagine yourself already having it." Getrude says that writing her screenplay "seemed impossible". Now she has "a movie producer financing the movie and mentors to help write the script coming to me everyday. When I started, I just knew I wanted it so badly. I had no idea how to do it. Then I said it out loud, wrote it down in my book and the rest happened with no effort at all.

"When you live life on the vibrational level, where you can feel and see your dreams unfolding, things just happen to you. What you want just comes to you through a series of amazing coincidences. It's magical."

To buy Getrude's book, visit http:// www.bornonthecontinent.com/



Hannah McNamara

by Eve Menezes Cunningham

annah McNamara says she started coaching "about 3 years ago. But I'd been using a lot of coaching techniques as a manager for a long time before then. When I did a little bit of NLP as part of my coaching course, it made so much sense. All the rapport building was absolutely crucial to get a good coaching relationship right from the start. It was also interesting to see that there were certain things that I was doing naturally anyway."

Her history with marketing is much longer. Hannah says, "Some people would say I've always been in marketing. I actually started off from the age of about 16, doing a Business Studies A Level. My grandfather had had an advertising agency for years and he set up an international network of agencies. He was still travelling into the City well into his 80s. But unfortunately, he died when I was 18 so never got to see that I'd kind of carried on the family tradition. When I finished my A Levels, I did a Business Studies degree and specialised in all the marketing options.

"I was into heavy metal music at the time so set up the Rock Society at my university. We put on loads of social events and had a newsletter that I was sending out. Back in those days, there was no email so it was a case of photocopying all the newsletters, putting the stamps on and getting them sent out.

"My first exhibition stand was at Freshers' Fair. We did all sorts of silly things. We got a rubber chicken and cut the head off so we could look really hard. Fake blood, ves. And we found that giving away sweets worked. That got a lot of people to our stand. So you can see, I have been marketing for a while.

"Just getting out there and talking to people is one of the things that has been really valuable since I've been in business for myself. When I graduated, I went into a marketing role straight away. It was a really good training ground for everything.

"When I started my coaching business I took a part time job in a furniture shop. That was really to brush up on my sales techniques because I felt a bit rusty. I thought I needed to get out there talking to people and get used to selling again. It's much easier doing that with

somebody else's product. And with furniture, they can see it. They can sit on it. They can imagine what it's like to have their dinner around the table. I remember one family came in and they sat everybody around the table just to see if they'd have enough elbow room. Talk about giving people the chance to try something out before they buy!

"The same principle goes through to personal development and getting clients. You need to give people a bit of a sample of what you offer. Running things like workshops and events are a great way for people to sit around that dining room table and see if they like it."

Hannah's marketing experience led to clients "right from the start. People within personal development who didn't come from a business or marketing background were saying to me, 'You've got all this fantastic experience. Would you be my coach? Would you be my mentor?'

"I did go through a process of thinking, 'That's the old me. I'm this new person' so I tried other things as well. But I kept coming back to the marketing. It's also where I had credibility. People were looking for some sort of experience and for me to empathise with what they were going through."

Hannah says that nicheing is important because people are "so busy these days that if they meet somebody who can help them on anything, their minds just go blank. They don't have the time to think about what they actually want. When I was in my corporate life, the last thing I ever wanted to do when I was outside work was to think about what I wanted from my job or anything like that. Unless you can lay it out to them and say: 'This is what I offer. Which of these particular services would suit you best?' they just haven't got the time to figure it out for themselves.

"Nicheing also means that you're understanding the kind of person that you're targeting. You can use all the right sort of language with them and create rapport through marketing without even having to speak to anyone. It's also very valuable having a niche on the internet because when people are searching for particular key words, they'll find you.

"When someone arrives on your site they need to feel 'this is for me.' The look of the

site has to be right for them. The right sort of imagery, the right feeling, the right language. Language is very important with internet marketing. For example, a professional services firm like a law firm doesn't like to talk about sales and marketing. The phrase they use is 'business development'. So if you're putting a site or any marketing materials together for them and you keep talking about sales and marketing it's a big turn off.

"Often, the skills that you have and that you want to distance yourself from are exactly the skills that clients are looking for. I do meet a lot of people who are all fired up from the training courses saying 'I've been a teacher all my life' or Tve been a nurse or a this or a that and I want to coach chief executives of large plcs.' Whilst they are probably excellent coaches, they're competing with people who've been chief executives themselves.

"Clients want to hear that someone has been able to get beyond the same pressures and do something different. You might end up moving people out of their jobs but it doesn't have to be that way. It can be about helping people to create the emotional distance they need in their work, building their confidence in tackling issues as they arise, making them more commercially aware or something like that. Don't ever discount the experience that you've got. Your life didn't start the day you went on the training course. You've got all this experience but often people ignore it.

"I don't think anybody ever stops coaching once they've started. I want to get out to as many people as possible. I'm looking into other ways of serving clients. Workshops, books and audio materials are all different ways that you can serve clients without having to do one to ones all the time. Not everybody can afford the one to one support when they really need it so offering clients a range of services like that is also a good way to build a business because then you're not just selling your time."

For more information and to buy Hannah's book, visit www.nichemarketingforcoaches.com

And for articles, tutorials, interviews, a community area and a special trial offer, visit www.marketinghelpforcoaches.com

PPD Learning one of the world's great NLP Training Institutes

by Judith Lowe



've been kindly invited by Rapport to tell you about my NLP company, why I think we're so special and what I hope we are contributing to the evolution of NLP as a significant international field. I also want to offer some descriptions of present and future possibilities, as NLP continues to grow, here in the UK, and become more mainstream.

PPD Learning has a great, world-wide reputation - primarily for high standards, innovation and integrity. We've been around in London for nearly 20 years (historically, as five successive companies) endorsed and encouraged by John Grinder - who co-signs our certificates.

We have hugely enjoyed training thousands of people in NLP, many of whom over the years, are now themselves NLP trainers. The 'Pace - PPD Learning' alumni form quite a core of the NLP community here in the UK and our influence reaches into far corners of the globe!

In a field in which it's the quality and experience of the training team which matters the most, we have one of the most stunning line-ups of guest trainers/colleagues - including Robert Dilts, Judy DeLozier, Charles Faulkner

and Joseph O' Connor - all world-class innovators in their own right.

We also have wonderful, long term friends and partnerships in many related aspects of NLP - conferences, journals, bookstores, other institutes, universities, associations and training bodies - and as 'senior' NLPers we of course also encourage newcomers, new ideas and love to make new friends along the way - truly, building a field.

However, its not just longevity in the market place and amazing teachers that build a training organisation. It has to be what I think is our very special ethos - an absolute dedication to our students, an ongoing development and evolution of the most integrated kind of leading-edge NLP and.. well, a real sense of flair, fun and community in our daily practice.

NLP is about how we learn and the underlying principles of change and transformation in action in our lives.

People can forget that its not the techniques in themselves that 'work' in NLP - it's the

skills and attitudes of the coach/practitioner that will always make the difference. And skill takes time to acquire and deepen so that it's 'in the muscle'. And working with integrity requires a more systemic approach to relationship, and to ourselves.

What matters to me is that the people who come to us for training, not only leave with the amazing, practical NLP 'toolbox', but experience a deeper sense of expansion of their own capacity and their sense of 'being'. I want our students to 'get' how unique and extraordinary they are, and to sense how they might uniquely grow and learn in their lives, becoming more integrated and alive.

Our programmes are a lot of fun too. I'm often asked 'Are all your groups like this? We all

get on so well and feel like we've been friends for ages!'

Learning NLP is a fundamentally social and interactive process. It's important that people feel welcome and supported, and this is always an explicit part of how we create our 'group dynamic' and learning community.

I also like to provide excitement and challenge for people; risks to take, new territory to explore, surprising adventures and discoveries along the way – a real hero's journey!

Creating different kinds of experiences to expand a person's sense of what's really possible for them, 'waking them up' to their potential, is a fantastic challenge for me and my teams. Lots of thrills along the way, and lots of laughter!

I love teaching and have a fairly entertaining and engaging style. I particularly like to work interactively and spontaneously with a group bringing out the best in all of us in the moment and creating something new and potent between us.

Our intensive 21 day Practitioner has a depth

Look outward to the wider field of achievement and good practice rather than to one 'guru' or a kind of 'menu' of techniques

and a range which you would expect from a course that's been evolving in a dynamic field for 20 years!

It incorporates not only the 'best' of Bandler and Grinder, Dilts and Delozier ('Classic', 'New Code' and 'Systemic NLP'), but also many other contributions and innovations from the 'larger mind' of NLP.

I think particularly here of Charles Faulkner, David Gordon, Chris Hall, the Andreases,

Lara Ewing, Steve Gilligan, and of my own research, ideas, experiences and developments over twenty-ish years of training.

I'm also fascinated by many current developments in the 'embodied mind' research, cognitive linguistics, neuroscience, the 'multiple intelligences' model and the 'positive psychology' movement.

I passionately encourage those of you who are new to NLP Training, as trainers, to take a rich, multi-source approach to the overall goals and design of your courses. Look outward to the wider field of achievement and good practice rather than to one 'guru' or a kind of 'menu' of techniques.

Some programmes, even today, also utilise outdated and 'unecological' metaphors of 'control' and 'instant results' and hope to rush people through a kind of NLP-lite course in which they have no chance of acquiring depth of skill or understanding.

NLP is the result of deeply, generative collaborations and contributions over time and no one description is the 'real thing'. In fact the richness is created by multiple descriptions and possibilities - based on core principles and integrated behavioral, cognitive and somatic skills, which can be incorporated into the training in lively and experiential ways.

Meanwhile, our Masters programme is, in my view, positively a work of art! By this I mean it's a multi-level, multi-stranded, utterly



enthralling and integrated learning journey.

Sally Vanson from the Performance Solution calls it 'A truly inspiring Meta-Master Training and beyond.'

Spread over six modules in six months and with four trainers (myself, Robert Dilts, Judy DeLozier, and Charles Faulkner) I believe it stands alone as an extraordinary and uniquely enriching experience for personal and professional evolution and achievement.

Even our coaching team includes six or seven UK NLP trainers and at least another two with the new Msc/MA in NLP and we are joined by practitioners from many different trainings and parts of the world.

Our 'Passion in Action' - Social Change

with NLP is our very special, unique, groundbreaking, annual seminar - me with Judy Delozier – offered at 'not-for-profit' fees (some bursaries too) for people who want to make a difference with their NLP, and there are lots of you out there!

Also we have some very interesting 'In House' Business products and a fun PPDL Practice Group meeting monthly in central London to which all Rapport readers are warmly invited.

I heartily welcome all the other training organisations in the field and support everyone who is out there using their NLP with wisdom and sensitivity. The more the merrier!

Our modern world is facing many challenges, ecological, social and political, which are played out through our individual lives and conditions. There are many kinds of fundamentalism in which the 'map' is 'the territory - and we can find ourselves, with

> the best of intentions, caught up in those too.

Together, in our wider NLP community, we have the possibility to become an influential field that's contributing to the expansion of human potential into a positive human future.

And my hope is that my company, PPD Learning can offer, at least, some of the leadership and inspiration for this larger, vital project.

Judith Lowe is MD and Principal Trainer for PPD Learning Ltd.

For further info see www.ppdlearning. co.uk or call 0870 7744 321

