

RAPPORT

THE MAGAZINE FOR NLP PROFESSIONALS

The State of the Art: Generative Intelligence for Human Change

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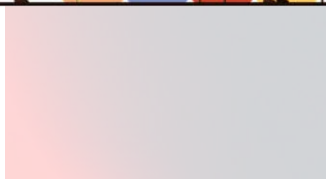
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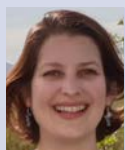


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brochure

Celebrating NLP



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When times are tough and the world around us is scary, it's especially important to defy dystopia and focus on well-formed outcomes and adapting, with flexibility.

For this celebration issue, I'm celebrating the element of NLP that has had the biggest impact on my life: setting 'well-formed outcomes'. This is my last column for *Rapport* and, 20 years ago, meeting Karen changed the way I did business.

Up until that meeting less than two years into running my own business, I was a painfully shy confidence coach. A part of me thought it would be funny to write something around being a shy confidence coach, but I was ultimately too ashamed (and hadn't yet trained in all the ways in which we can own and properly integrate our shadow parts, both positive and negative).

I'd force myself to attend networking meetings for small businesses (this was long before I'd heard the word solopreneur), endure them as best as I could and then scuttle home and take ages to recover from the emotional exertion. I had no idea about my neurodivergence (AuDHD) back then. Hadn't even properly begun my trauma recovery.

I was so used to attempting to fit into situations that didn't feel right, thinking I had to somehow make it work – but meeting Karen (and I forget who else) was a joy. I don't even remember what we were chatting about, but it felt more like meeting a new friend than trying to impress a potential editor.

When, several months later, I heard they wanted me to join the then new



editorial team, I was delighted. It's been an absolute privilege and pleasure to contribute to all but one (after a house fire) issues since.

Paid work coming from something so enjoyable, and the kind of articles I was fortunate enough to be writing (including interviews with Martha Beck, Julia Cameron, Marianne Williamson, Robert Dilts and so many more) was life-changing for me.

This meeting was a few years before I began working with Polyvagal Theory. Over time, I built my confidence in openly using my rescue cat, Rainbow MagnifiCat (and other cats) to help clients and groups with the Polyvagal Purrs framework I developed to help them better understand their own nervous systems.

Using joy as a GPS works because being in that ventral vagal state (what I call 'Purr!'), where we feel safe, welcome and loved, is what allows us to thrive and meet our goals and well-formed outcomes.

Working with Karen and writing for *Rapport* helped me build my confidence by following other glimpses of what doing business with as much joy as possible could look and feel like (and sometimes sound, smell and taste like. Now, based in the west of Ireland, I no longer get fancy press invites to The Ivy and The Dorchester!).

The feeling from that initial meeting in 2006 (I think!) was a feeling I returned to when reminding myself that I was right to be pursuing work – in all areas –

that I loved.

All these years later, when I genuinely adore almost 100% of my work (I'll never love the admin), I think of that meeting in yoga terms, as my Dristi Point. And I encourage my yoga therapy clients and students to find their own Dristi Point, a spot that won't move, to focus on when moving into balancing poses, because this focus helps us stay grounded and balanced.

When I learned to drive in my late 40s, my partner kept encouraging me to move away from the natural catastrophising (that NLP and my other self-care tools has helped me navigate when not in charge of a moving vehicle I didn't yet know how to control) by focusing on the centre of the road ahead, not the ditches or other cars.

Most of us know the saying 'Where attention goes, energy flows.' When times are tough and the world around us is scary, it's especially important to defy dystopia and focus on forming our well-formed outcomes and adapting, with flexibility, as often as our sensory acuity dictates in order to help build a world where everyone – ourselves included – feels safe, welcome, loved and able to thrive. I don't remember much else about the day I first met Karen, but I do remember us laughing, sitting at that table and feeling safe and welcome.

Míle Buíochas (a thousand thank yous) to Karen and ANLP! Wishing ya'll every success and many, many more reasons to celebrate moving forwards. ■

The State of the Art: Generative Intelligence for Human Change



Robert Dilts

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www.nlpu.com/NLPU.html#

We are living at a significant threshold in the evolution of human change.

For much of the last century psychology, therapy, coaching, education and organisational development have been oriented around understanding problems – analysing causes, diagnosing dysfunction, and designing interventions to correct what is not working. These approaches have yielded valuable insights and countless tools and techniques, all that work for some problems for some people.

Yet as our world becomes more complex, interconnected and fast-moving, it is increasingly clear that problem-oriented models alone are no longer sufficient. A new orientation is emerging – one that does not begin with pathology, but with potential. One that does not focus primarily on fixing deficits, but on cultivating the conditions from which new possibilities and realities naturally arise.

I refer to this orientation as *generative intelligence*.

Generative intelligence is the human capacity to sense, shape and consciously participate in the emergence of new possibilities – within ourselves, between people, and across larger systems.

Generative intelligence is the human capacity to sense, shape and consciously participate in the emergence of new possibilities.



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It integrates language, mindset, identity, state, embodiment, relationship and field-level awareness into a coherent ecology of change.

Rather than asking only, “How do we solve this problem?” generative intelligence asks, “What do we most deeply want to create for the future?” and “How do we do that?”

Modelling genius

One of the founding intentions behind Neuro-Linguistic Programming was the modelling of human excellence. The core question (so elegantly formulated by Gregory Bateson) was: What is the difference that makes the difference?

NLP modelling efforts have primarily focused on individuals who have produced extraordinary results in communication, healing, learning and creativity. NLP is not interested in copying their surface behaviours but rather in discovering the deeper





structures underlying their effectiveness.

On my own path, I have had the extraordinary privilege of working closely with geniuses like hypnotherapist Milton Erickson, anthropologist and cybernetics founder Gregory Bateson, body worker Moshe Feldenkrais, and Five Rhythms dance creator Gabrielle Roth. My experience with them revealed a profound commonality. None of them relied primarily on rigid techniques. Their power came from:

- How they perceived human beings
- How they related to experience
- How they worked with systems
- How they invited change rather than imposed it

Each expressed their genius through a different modality:

- Erickson through language and unconscious communication
- Bateson through systems and ecology
- Feldenkrais through awareness and movement
- Roth through rhythm, trance and embodied expression

Yet beneath these differences were shared generative principles:

- Respect for unconscious and embodied intelligence
- Trust in self-organising processes
- Sensitivity to context and relationship
- Orientation toward wholeness rather than fragmentation

Generative intelligence is not about copying what exceptional people do. It is about developing the capacity to generate new patterns, new meanings and new possibilities. As I said in my introduction to *Strategies of Genius Volume 3*, modelling geniuses is not about “following in their footsteps” but rather “seeking what they sought”.

In other words, the focus of modelling genius is not about reproducing excellence but rather becoming a creative source of it.

The focus of modelling genius is not about reproducing excellence but becoming a creative source of it.

Levels of change: where does transformation actually happen?

As I have emphasized in my body of work, one of the most practical distinctions in the field of change is recognising that changes can occur at multiple levels:

- Environment
- Behaviour
- Capabilities
- Values and Beliefs
- Identity
- Purpose

Many well-intentioned change efforts fail not because they lack skill, but because they target the wrong level.

Trying to change *behaviour* when the issue is *identity* creates resistance. Trying to install *skills* when *values* are misaligned produces inconsistency. Trying to *motivate* when *purpose* is unclear leads to wasted effort and exhaustion.

Generative intelligence begins with a different question: At what level does change need to occur for it to be natural, ecological and sustainable?

When work happens at the appropriate level, change tends to cascade downward:



Change becomes not about effort but about alignment.

Language as a generative force

Language is a key factor in alignment and the generative process. Rather than describe reality, language organises and ‘frames’ our experience.

Beliefs, for example, are not simply opinions; they are linguistic structures that shape perception, attention and expectation. When beliefs shift, entire experiential worlds shift with them. My study of Sleight of Mouth demonstrates, for instance, that beliefs can be transformed not through argument, but through reframing relationships between ideas. Rather than opposing a belief, we

Living systems naturally move toward coherence when conditions are supportive.

reposition it within a broader system of meaning.

For example: "This problem is stopping me." → "This problem is pointing to the next stage of my development."

This is not positive thinking. It is structural reorganisation of meaning.

When language becomes generative, conversations move:

- From blame → to curiosity
- From polarization → to integration
- From debate → to dialogue

Language becomes a field-shaping instrument.

Generative change: from fixing to creating

Traditional change models emphasize diagnosis and correction.

Generative change emphasizes:

- 1 Establishing a generative state
- 2 Clarifying intention
- 3 Creating conditions for emergence

Rather than asking, "What is broken?" we ask: "What do I most want to create for the future?"

This question shifts attention from past causality to future possibility. Living systems naturally move toward coherence when conditions are supportive. Generative change therefore resembles cultivation more than engineering. The practitioner's primary task becomes tending the conditions in which new organisation can arise.

MindsetMaps: navigating complexity

As systems grow more complex, linear cause-and-effect thinking becomes insufficient. MindsetMaps describe the internal configurations (at the meta, macro and micro levels) that shape perception and action in different contexts and that are necessary to achieve particular goals. A mindset is a coherent pattern of:

- Beliefs
- Values
- Identity
- Attention
- Action tendencies

Different goals – achieving personal satisfaction, making a genuine and meaningful contribution, being appropriately innovative and resilient, establishing financial stability and robustness, achieving sustainable growth – require different mindset configurations. Development, therefore, becomes less about adapting to our personality and more about cultivating

contextual flexibility with respect to what we most want to accomplish.

The relational field

Change does not happen only inside individuals. It happens between individuals. Every relationship generates a relational field – a dynamic space shaped by emotional tone, expectations, history and intention. This field strongly influences what can be expressed, explored and transformed. When the field becomes safer, more coherent and more generative, behaviour often reorganises spontaneously. Thus, generative work attends as much to field quality as to individual content.

Embodiment: the body as an organ of change

Identity is not stored only in thoughts. It is expressed through posture, movement, breathing and rhythm. Small changes in movement can produce large shifts in perception and meaning.

Generative intelligence therefore integrates body and mind:

- Movement becomes inquiry
- Sensation becomes feedback
- Posture becomes identity expression

Sustainable change requires this embodied dimension.

AI as a partner in generative intelligence

Artificial intelligence introduces a new element into the ecology of change. Used generatively, AI can function as:

- A modelling partner
- A reflection mirror
- A pattern detector
- A rehearsal environment

AI can accelerate exploration and perspective-taking. It does not replace human meaning-making, values or presence. The central question is not whether AI can think. The central question is: How do we use AI in ways that deepen human wisdom and accelerate human creativity rather than bypass it?

The future of change work

The state of the art in human change is moving toward:

- Principle-based rather than technique-based practice
- Field-aware rather than individual-only focus
- Generative rather than corrective orientation
- Integrated mind-body-language-relationship models
- Human-AI partnership grounded in ethics and ecology

This represents a shift from fixing to facilitating, from controlling to cultivating, from solving to participating in emergence.

Generative intelligence is not a new method of creating change. It is a new relationship to change itself. ■



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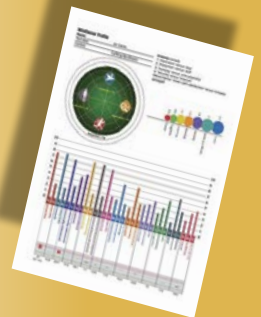
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Independence, Integrity and the Future of NLP: Why Professional Validation Matters More Than Ever



Karen Falconer

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Neuro-Linguistic Programming has always been a field defined by innovation, diversity of thinking and a powerful commitment to human change. Over the decades it has grown across the world through thousands of trainers, practitioners, coaches and therapists who use NLP to help people transform their thinking, behaviour and outcomes.

Yet with growth has come complexity.

Unlike some professions that developed within universities or regulated institutions, NLP evolved through training organisations, entrepreneurial pioneers and passionate practitioners. This has allowed extraordinary creativity and flexibility. It has also meant that standards, affiliations and professional structures have sometimes been shaped by the commercial or organisational interests of particular training schools.

As NLP has expanded globally, the question many practitioners now ask is not only *how do we continue to grow?* but also *how do we ensure the credibility and integrity of the profession itself?*

This question sits at the heart of ANLP's strategic positioning. ANLP exists to

provide an independent, globally inclusive and rigorously validated professional home for NLP practitioners. This role has become increasingly important as the field matures.

A profession in a fragmented landscape

NLP today exists within a landscape that is both rich and fragmented. Across the world there are many training organisations, certification routes, practitioner pathways and lineage traditions. Each has contributed something valuable to the evolution of NLP. However, the result is a profession where standards, governance structures and professional recognition can vary widely.

For new practitioners entering the field, this can create confusion.

For experienced practitioners building professional practices, it can create

NLP today exists within a landscape that is both rich and fragmented.

challenges in demonstrating credibility to clients, organisations and institutions.

And for the public seeking support from NLP practitioners, the diversity of training backgrounds can make it difficult to know what constitutes a qualified or ethical practitioner.

These realities are not unique to NLP. Many emerging professions pass through similar phases as they grow.

What becomes critical during this stage is the presence of independent professional bodies that provide structure, standards and validation across the wider profession.

The importance of independence

One of the defining features of ANLP's positioning is its structural independence. In a field where many organisations are directly connected to specific training providers or lineages, ANLP has deliberately positioned itself differently.

It is not owned by, affiliated with, or financially sustained by any training provider. This independence is not simply a structural detail. It is a cornerstone of professional integrity.



Because ANLP does not operate as a training organisation, it is able to hold a neutral position across the profession. It does not compete with training schools, nor does it privilege one training lineage over another.

Instead, its role is to serve the profession **as a whole**.

This independence enables ANLP to:

- Uphold professional standards without bias
- Validate practitioner credentials rigorously
- Operate transparent ethical governance
- Protect both practitioners and the public

In other words, independence allows ANLP to function as a professional authority rather than a commercial training entity.

Not a training organisation – a professional platform

A key aspect of ANLP's positioning is clarity about what it is – and what it is not.

ANLP is not a training organisation. Its purpose is not to deliver NLP training, sell certification programmes or promote specific methodologies. Instead, ANLP serves as the professional operating platform from which trained NLP practitioners build credible, ethical and sustainable practices.

This distinction is significant.

In many professions there is a clear separation between education providers and professional bodies.

Universities train doctors. Medical associations regulate professional practice.

Law schools educate lawyers. Bar associations uphold professional standards.

Coaching schools train coaches. Professional bodies validate credentials and ethics.

ANLP occupies this latter role within NLP. It exists to support practitioners *after* their training – helping them position themselves professionally, demonstrate credibility and operate within an ethical framework recognised across the profession.

What membership signals

For practitioners, professional membership is about more than simply belonging to an organisation. It is about signalling something meaningful to the outside world.

Membership of ANLP communicates three key things.

1 Validated Competence. ANLP membership confirms that a



At its core, ANLP positions itself as a professional home for NLP practitioners.

practitioner's training and certifications have been rigorously validated. This validation process is essential in a profession where training pathways vary widely. It provides reassurance to clients, organisations and collaborators that a practitioner's credentials have been independently reviewed.

Validation creates a bridge between the diversity of training routes and the consistency required for professional recognition.

2 Ethical Commitment. Professional credibility is not built on skills alone. It also depends on ethical responsibility. ANLP membership signals that practitioners operate within a framework of ethical standards and professional conduct designed to protect both practitioner and client.

In a field centred on human influence and behavioural change, ethics are not optional. They are foundational.

3 Alignment with a Gold Standard. Finally, membership represents alignment with what ANLP describes as an independent Gold Standard for NLP professionalism. This standard reflects the profession at its best: practitioners who are skilled, ethical, accountable and committed to ongoing development.

For practitioners, it provides a benchmark. For clients and organisations, it provides trust.

Elevating the profession together

Perhaps the most important element of ANLP's positioning is its collective vision. The organisation does not exist to elevate a single training school, methodology or lineage. Instead, its purpose is to elevate the profession as a whole.

ANLP exists to:

- Protect the integrity of NLP
- Provide structure and legitimacy for practitioners
- Support ethical professional practice
- Strengthen the reputation of NLP in the wider world

In doing so, it helps practitioners operate with greater confidence in an increasingly global marketplace.

Today NLP practitioners work across coaching, therapy, leadership development, education, healthcare, sport and personal transformation. Many operate internationally, working online with clients from multiple countries. In such a landscape, professional recognition matters.

Clients want to know that the practitioner they choose is qualified and ethical. Organisations want reassurance that practitioners meet recognised standards. Practitioners themselves want to stand confidently within a credible profession.

▶ A strong, independent professional body helps make that possible.

A professional home for NLP professional coaches and trainers

At its core, ANLP positions itself as a professional home for NLP practitioners. Not a school. Not a commercial training entity. Not a single lineage. A home.

This distinction is powerful.

A professional home is a place where practitioners from many backgrounds can come together under shared principles of integrity, professionalism and ethical practice. It is a place that represents the profession externally while supporting practitioners internally. It is also a place where the future of the profession can be shaped collectively.

In this sense, ANLP plays an important role not only in validating the present state of NLP, but also in helping guide its future development.

The next stage of NLP's evolution

Every profession evolves. In its early years, innovation and exploration dominate. New ideas emerge, methodologies are developed and pioneers shape the landscape.

As a profession matures, attention gradually shifts towards structure, governance and credibility. NLP is now firmly in this stage of development.

The field continues to innovate and evolve, yet there is also a growing recognition that professional standards, ethical governance and independent validation are essential for long-term credibility.

This does not limit the creativity that has always defined NLP. Rather, it provides the framework within which creativity can flourish responsibly.

Independent professional bodies such as ANLP help create the conditions in which practitioners can operate confidently, clients can engage safely and the profession can continue to grow with integrity.

Confidence in a global marketplace

The world in which NLP practitioners operate today is more interconnected than ever. Practitioners coach clients across continents. Trainers deliver programmes online to global audiences. Organisations seek professionals who meet recognised standards of practice.

Within this global marketplace, credibility matters. Practitioners increasingly benefit from being able to demonstrate that they are part of a recognised professional body that validates their competence and supports ethical practice.

ANLP provides that structure.

By maintaining independence, rigorous validation and transparent governance, the organisation offers practitioners something that is increasingly valuable in today's professional environment: legitimacy.

Legitimacy strengthens both the practitioner and the profession.

ANLP exists to provide the structure, authority and professional framework that practitioners need in order to operate with confidence and credibility.

A collective responsibility

Ultimately, the strength of any profession lies not only in its ideas but in the people who represent it. Every practitioner contributes to how NLP is perceived by clients, organisations and the wider world.

Professional bodies help guide that perception by establishing standards and supporting ethical practice. Yet the profession itself is built through the actions and integrity of practitioners.

ANLP's positioning reflects this shared responsibility. It exists to provide the structure, authority and professional framework that practitioners need in order to operate with confidence and credibility.

And, in doing so, it supports a broader mission: ensuring that NLP continues to evolve as a respected, ethical and impactful profession.

Because when practitioners stand within a credible professional framework, the entire field benefits. And when the profession stands together with integrity, its potential to create positive change becomes even greater. ■



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The NLP International Conference: An Inspiration for Business and Values-based Connection



Kash Falconer

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It happens frequently. People come to the NLP International Conference (<https://nlpconference.com>) in their capacity as a curious delegate, a new presenter, a Master Trainer, a steward or an organiser and they make new connections. They always learn something new... Always? I hear the insistent metamodel voice in my head ask...

Yes. Always.

Learning something new might be pretty small in the grand scheme of life – visiting the venue for the first time, hearing a new presenter – or it may be something a little more transformational, like developing an entirely new NLP-based business model with someone you just met...

Emma McNally, an ANLP Ambassador and trainer, has been a presenter or delegate at the conference every year we have run it. Emma has developed connections at the conference from all over the world and started new businesses with two of them. As a driven

business person, Emma is always aware of opportunities presenting themselves... There's that always again... and yes, with Emma, it's true.

Emma co-developed the Identity by Design course after a chance meeting with Lynn Robinson at the 2019 NLP International Conference. Lynn was attending from Canada. What are the chances of a conversation turning into a business? Quite high with these two people! Emma also met Elizabeth Everington at one of the conferences and developed a partnership with her too.

Judith Lowe is one of the foremost NLP Master Trainers in the world and a featured presenter at the NLP Conference, delivering the full day masterclass with Judith Delozier in 2019. Nishith Shah is one of the ANLP

What happens at the NLP Conference has an impact in the world.



Hosted by



Ambassadors for India and has presented, attended and supported the conference for many years. They presented separate topics in separate rooms at the 2024 in-person conference and caused palpitations for us, the organisers, when they suggested they were so attuned to each other's presentation topics, methods and values that they wanted to immediately merge the rooms and co-present, just for the last 10 minutes of their sessions!

Such was their synergy, they got their wish for the 2026 conference...

Jacqui Flavell, an ANLP Professional Member, has been a steward at the conference for many years, both online and in person. In 2023, Jacqui overheard one of the audio-visual tech support people talking about their fear of bananas (that's right... bananas). During the next coffee break, Jacqui gave Charlotte a quick NLP coaching session and, having calibrated how Charlotte had reacted during Phil Parker's masterclass session, used the metaphors as a great coach





does. The results were remarkable (as we know they would be!). (<https://youtu.be/5J2ZdMs8gTo>)

Slavica Squire and Milan Vukasinovic attended the 2018 conference. Their incredibly successful business model was given freely to anyone who asked, and was taken up by Andy Coley, another ANLP Ambassador, who travelled to Serbia to see the business in practice and model it for himself.

We could give many, many more cases, and the breadth of the examples above is intended to show the inspiration that comes from the energy generated at the conference. It's like a single raindrop falling on a hill or mountain, joining with other raindrops to create a stream, sometimes becoming a waterfall or sometimes a gentle river, finally winding down to the sea to ripple out into the oceans and across the world. What happens at the conference has an impact in the world.

Our role has been to hold the space for the raindrops, for the inspiration to 'happen'.

The buzz that fills the air is tangible. We expect it. We feel that gathering a community of like-valued people is bound

Being aware gives an opportunity for inspiration to work... for the 'magic' to happen.

to have positive consequences and our expectations are fulfilled... You get what you focus on!

Our NLP training gives us the opportunity to understand why values are important to us as individuals and also as families, at work, in communities and at national and international levels. When we begin from a base of (some) common values, there is a shared foundation to build on. Rapport is easier to develop because of some common ground, which may not be present in our places of work or where we live. Being aware gives an opportunity for inspiration to work... for the 'magic' to happen.

This will be the last in-person International Conference that we run. We have had an incredible journey with the conferences from the start in 2017, through a pandemic and the unforeseen consequences that had on so many people, businesses and governments.

Throughout all, we have done our utmost to hold the space for the NLP community to come together and share their inspiration, their ideas and their energy with each other... and take that back with them to their homes and begin the ripples of change. That may sound very dramatic, but we have been honoured and privileged to witness it happen, firsthand.

As Nelson Mandela said: "Be the change you want to see in the world." If you pair that up with Einstein's "Match the frequency of the reality you want and you cannot help but get that reality," it means we have the means to make positive changes happen, starting with ourselves and letting others see and hear our story – our truth.

That's what the conference has inspired in us over the years. We believe you have seen that in how we have delivered the events, from in-person to virtual and back to in-person, and that, if you have attended, you have felt the energy at work.

Thanks for your support and thanks for being part of something very special and exciting. We look forward to the next part of the journey and trust you will choose to be involved too. ■

The eCoherence Zone:

Entropy... or Evolution?



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

Entropy is often seen as a villain in the form of disorder, decay and things falling apart. It can show up as a messy workspace, debris on the shore, even untended relationships... and it's perceived as a slow drift towards chaos.

In the natural world, entropy isn't a failure of order, it is instead a facilitator of change, giving permission for energy to reorientate, evolve and become something else.

At its simplest, entropy describes the tendency of energy to spread out. Heat flows from hot to cold. A wave breaks and its power fans into foam, sound and motion. Rather than being lost, energy is redistributed and what looks like an ending is often just a rearrangement. Nature doesn't hoard energy neatly in boxes; it streams it, shares it and allows it to be set free.

Stand on a coastline after a winter storm and you can watch entropy at work. A single swell, originating far out in the Atlantic, carries a concentrated pulse of energy. As it approaches land, that energy doesn't arrive intact. The wave refracts around headlands, steepens, collapses. Its force is translated into moving shingle, sculpted sandbanks, salt spray in the air, a low-frequency roar you feel in your chest. The coastline you see afterwards is not damaged so much as re-written. Beaches migrate and channels open up. Old patterns dissolve so new ones can settle.

This constant reconfiguration is not a bug in the system. It's how coastal ecosystems stay alive. The redistribution of energy stirs nutrients into the water column, feeding plankton blooms that ripple up the food chain. Kelp forests flex and recover, their movement dissipating wave energy and creating shelter for juvenile fish. Even erosion, so often framed as loss, creates fresh edges and habitats. Entropy makes space.

There's a useful parallel here with how ideas behave. When thoughts are tightly held, over-controlled, forced into rigid structures, they stagnate. They sit, pristine but lifeless. When allowed to disperse, however, through conversation, movement, play and exposure to new environments, they begin to interact. One idea brushes up against another. Energy leaks. Something unexpected forms.

I feel and see this most clearly when coaching alongside (with) water. A walk along a strandline, the rhythm and cadence of waves and wind against an open horizon gently increases mental entropy. Not in the sense of mental chaos, but in cognitive freedom. Attention softens and associations widen. Ideas stream beyond usual grooves and recombine as something altogether new. Sticky limiting beliefs find movement and less helpful behaviour patterns discover flow.

This is why so many creative breakthroughs happen when we stop trying to control them. Our minds, like the coast, need room to rearrange their energy. Entropy allows for novelty and prevents systems (ecological or psychological) from locking themselves into brittle patterns that can't adapt.

Seen this way, entropy is not the enemy of meaning or structure; in contrast, it is their renewal mechanism. A celebration of things taking new form. The breaking wave and the shifting shoreline. The thought that arrives sideways while you weren't looking for it. Energy spreads and, in doing so, makes even more possible... and as facilitators of change, that is pretty awesome! ■



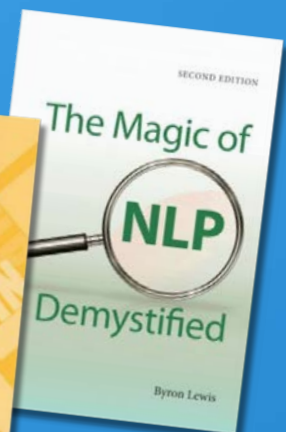
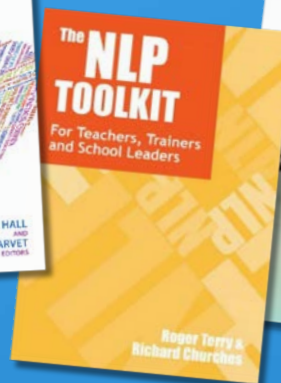
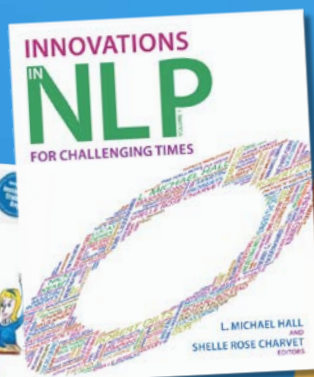
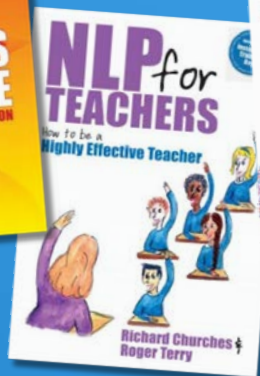
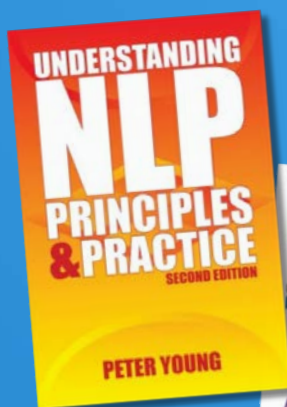
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What's Wrong with Calling It NLP?



Kash Falconer

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We have heard tens, maybe hundreds of reasons over the years:

- “People don’t understand what it means...”
- “There’s a stigma attached to it being used for unethical manipulation...”
- “Wikipedia hurts us if people look it up...”
- “It needs accepted academic/scientific research to be valid/credible...”

There will be variations on these themes as well as the connections we want to the ‘science’ for validity and credibility and the innovations and evolution of the field for those who are finding new ways to create positive transformations.

That’s all well and good. But I *know* Neuro-Linguistic Programming works. It has helped me every day since my Introduction to NLP training, and through my NLP Practitioner and NLP Master Practitioner courses. It has helped me to help others too: family and friends who needed a reframe, building rapport with anyone I meet, building self-awareness of how much I still have to learn...

It was called NLP by my trainers and explained in different ways to make it as understandable as possible. Maybe my convincer strategy is different to yours (almost certainly, because we are all unique!) but I was intrigued (curious) about the influence of language on my brains (yes, multiple brains... because the science has shown this to be true). It makes sense, as does the definition on the ANLP website:

“A literal translation of the phrase ‘Neuro Linguistic Programming’ is that NLP empowers, enables and teaches us to better understand the way our brain (neuro)processes the words we use (linguistic) and how that can impact on our past, present and future (programming). It gives us strategies for observing human behaviour and learning from the best (and worst) of that!” (<https://anlp.org/knowledge-base/definition-of-nlp>).

Just so you appreciate the importance of this, the page listed above is the one that has received the most hits every single month since we started running Google Analytics on the website in 2019. People want to know what the definition of NLP is.

Explaining NLP in the real world

I’ve been a business consultant for the best part of 35 years. I have used many models to help transform businesses and, for the most part, help them with their goals and growth (or, in a couple of cases, tell the business owner that the best solution was to shut the company down!). I say “for the most part” because my advice didn’t always work. Sometimes I used the wrong model. Sometimes my experience in a particular field wasn’t what the client needed for *their* field.

In every instance, I explained my experience and skills before I was engaged on a project. I gave presentations and quoted previous projects that were similar, where particular strategies had worked and “maybe a tweak” could deliver similar results.

I was never, ever asked for the scientific/academic research to back it up. I was never asked to show any qualifications. I was asked for references from clients who had already benefitted. That usually sealed the deal.

Maybe that’s the thing. Being a ‘management consultant’ or ‘strategy consultant’ gave the client what they needed to know. It’s a title that said I could be ‘consulted’ (the MS Word thesaurus

I know Neuro-Linguistic Programming works. It helps me every day and it has helped me to help others too.

A simple title carries a certain weight in the eye of the beholder.

offers numerous alternatives to this word, including 'seek advice from') by management, or that I could provide a 'strategy' or strategies (plans, tactics, approaches) to help the client achieve their objective(s).

So, it appears that my curiosity about language may have been the right research to carry out. A simple title carries a certain weight in the eye of the beholder.

Back to those questions...

The following responses are all made using *my* map of the world – and we know that the map is not the territory, and that we are encouraged to extend our maps and use language that the listener/observer may find easier to understand.

1 "People don't understand what it means..."

Really? My trainers painstakingly explained NLP to me in many different ways so that it made sense to me. I can now explain it to others so they get a better understanding of what it means in language they find easier to digest.

2 "There's a stigma attached to it being used for unethical manipulation..."

Doctors, lawyers and politicians across the planet use unethical manipulation every single day. I can pivot and use ethical manipulation every single day...

3 "Wikipedia hurts us if people look it up..."

The only people who tell me about Wikipedia are NLP-trained people. So, if I say, "Don't think of a blue elephant..." See 1, above.

4 "It needs accepted academic/scientific research to be valid/credible..."

My experience is, no it doesn't. Academic and scientific research is brilliant; it's another source of credibility (and is valuable to the field) but it may be superseded in years to come by new research and new 'truths'. My basis for this? Up to the 5th century BCE, the world was believed to be flat...

There are many examples of radical changes in beliefs because the science or the observation changes. What hasn't changed is the ability for NLP to work in whatever way the NLP professional delivers it to the client. NLP has narrative evidence that supports it for whatever purpose you need. Look at the ANLP case studies, check the client testimonials for ANLP members, use them (with permission) to give the credibility you need to your clients.

At ANLP, we have a vested interest. After all, we are the Association for NLP! However, it goes beyond that. We want our members to thrive and succeed – and *owning* the name/title 'NLP' is a great way to do that. We advocate for NLP, and we are bold in telling everyone we can (via the website and social media, through meetings, forums, festivals and conferences) that we support our members, who deliver ethical, professional NLP services with integrity.

What's wrong with calling it NLP? Nothing at all. We embrace it because we know it works and naming it, using it and shouting about how good it is will bring all the credibility we want.

We are challenging the way that NLP might be perceived – and we ask you to question this for yourself and be an advocate for NLP too. ■



The Road Ahead



Nick LeForce
Transformational Poet

nickleforce@me.com
www.nickleforce.com

View
video



The western world model of achievement focuses on specifying and achieving goals. The well-formed outcome process from NLP is one of the best tools for articulating and specifying goals and creating a path to achievement.

But as powerful as it may be, this type of goal setting has a dark side. Since it is externally driven by a defined future vision and accomplishment, it often requires tremendous conscious effort

to keep the goal in focus, monitor progress and stay on track. It can be exhausting. Moreover, living a goal-driven life can cut off growth potential and divert you from living your own life.

There is another type of forward momentum, reflected in my poem *The Road Ahead*. This momentum is guided by discovery, experience and reflection, which is typically based on a question, a calling, or a sense of being guided.

The Road Ahead



There is great power
in planning your life
and great disappointment
expecting it to go as planned.

The road before you
has its own destination
and does not need your arrival
in order to be complete.

The map you use to guide you
does not care
which road you choose
or what detour you take.

All roads are offered to you.
Every step you take
is a step deeper
into your own life.

The poem emphasizes the journey over the destination in the same way Don Juan, the Yaqui mentor of Carlos Castaneda, encouraged him to ask, "Does this path have a heart?"

What question can you return to that guides you deeper into your own life or keeps you on a path with heart? ■

Highlights from our Social Media Outlets Over the Last Few Months



ANLP International CIC
Published by Loomly · 20h · 20

We're excited to announce that **Kallum Hock** has joined the ANLP International Ambassador Team, representing Australia alongside **Conor Healy**. Together, they will help strengthen ANLP's presence across the region, support our growing community, and champion high standards of NLP practice. Welcome to the team **Kallum!**
<https://anlp.org/people/kallum-hock>
#ANLPAmbassador #Australia #NLPAustralia Connect Coaching - Sales Experts

Sarah Fletcher · 1st
Founder of Unlocking Possibilities | NLP coach training speaker | Helping ind...
4d · 6

Congratulations to these incredible humans on their **ANLP INTERNATIONAL CIC** NLP practitioner certification 🎉

What a fantastic 6 months it's been! My heart is full and I can't wait to hear how they continue to transform their own and others lives with the gift of NLP 🙌🏻

Thank you to **Karen Falconer (MICB PM.Dip)** founder of ANLP for joining us yesterday to share info about member benefits and upcoming NLP events.

Next in person cohort starts in October 🗓️

#lifechanging #transformation #nlp #coaching

ANLP International CIC
Published by Loomly · 21 January · 20

Honouring 50 years of NLP and 20 years of ANLP! More resources, more partnerships, more community impact — and as we step into a new year, we continue the celebration with fresh energy and a shared commitment to advancing NLP worldwide!
Celebrating the the pioneers and the progress. Expanding the future. NLP at 50 is thriving — and ANLP is proud to be part of its evolution.

<https://anlp.org/knowledge-base/2025-anlp-annual-report>
#NLP #ANLP #CelebratingtheYears #AdvancingNLPtogether

Sharing NLP Resources with the Wider World and Continuing the Celebrations into 2026 and Beyond!

Emma Benyon · 2nd
Multi-Certified Coach for Educators and Leaders | Higher Education Academic...
1mo · 13

Honoured to have a piece published in the **ANLP INTERNATIONAL CIC** Rapport Magazine about how NLP can support us as mothers 🍷

👉 Having your thoughts and practice published in a highly regarded professional magazine feels like such an achievement.

👉 Training in NLP and developing my self-awareness, alongside a whole host of techniques I now share with my clients has transformed how I approach motherhood with ease (on most days! Let's not pretend we always get it right despite knowing all of the tools we could use! We are human after all!)

Want to know more about how NLP tools can support you as a mum?

👉 Get your copy of Rapport Magazine from the ANLP website

👉 Listen to my podcast episode on Self Care Edit about 'How NLP can help you in motherhood'

ANLP International CIC
Published by Loomly · 22 January · 20

Our global community just gets stronger. New ANLP Ambassadors are now representing NLP values with integrity, energy, and passion.
<https://anlp.org/anlp-ambassadors>
<https://anlp.org/knowledge-base/2025-anlp-annual-report>
#NLP #ANLP #ANLPAmbassadors #TheHomeofNLPProfessionalCoachesandTrainers

Welcoming New ANLP Ambassadors Across the World

ANLP welcomed new Ambassadors to champion ethical NLP practice globally. Ambassadors play a vital role in supporting ethical awareness, raising visibility for the profession, and connecting ANLP with broader networks.

For More Information:
www.anlp.org/anlp-ambassadors

NLP Training Institute, Ireland
906 followers
3w · 6

There's something special about a screen full of smiling faces, isn't there? Last night's Zoom meet-up was about connection, conversation, and community. When people come together with openness and curiosity, something powerful happens, ideas grow, confidence builds, and community strengthens. We're so grateful for everyone who showed up and shared so generously.

#Community #Connection #LearningTogether #Collaboration

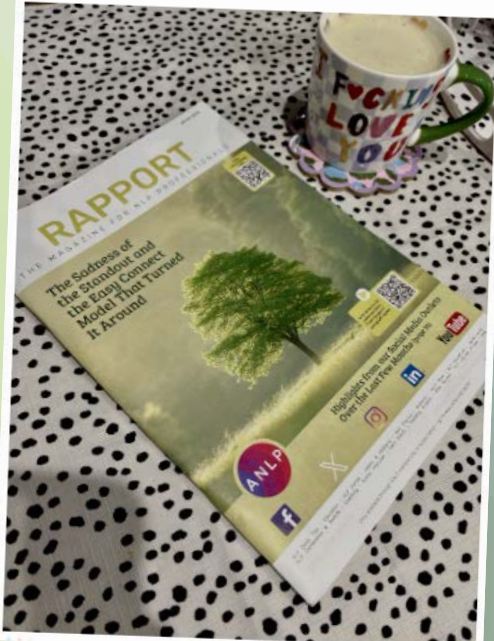
Michael Dunlop Marion O'Brien Debi Madden Jo Rose June Hilliard Margaret Hayes Nikki Monson Una Kearns ANLP INTERNATIONAL CIC Karen Falconer (MICB PM.Dip)

Bernadette Rogers · 1st
Making a difference, by helping others make their difference through NLP & mB...
3w · Edited · 6

Smiles! This is us building NLP Community in Ireland through connecting and sharing. We had our first meet-up of 2026 for participants from the 1st and 2nd NLP Festivals Ireland. Loads of discussions, sharing of ideas and some laughter along the way too.

#NLPFestivalIreland #Coachingskills #Leadershipskills #community

Michael Dunlop Jo Rose Marion O'Brien Debi Madden Margaret Hayes Nikki Monson Una Kearns



ANLP International CIC
Published by Loomly · 9 March at 17:04 · 20

Welcoming our newest members of the ANLP International Ambassador Team! 🌍

We're delighted to introduce:

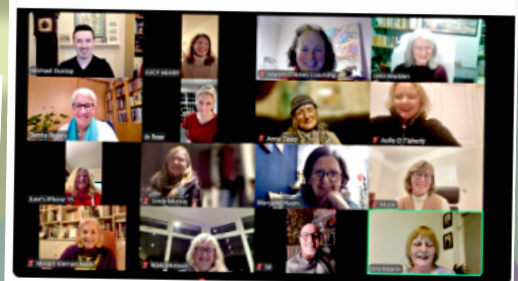
- David Shephard - Global
- Francis Petot - Luxembourg
- Tatiana Zalazar - Chile
- Sofiane Hamine - France

As ANLP International Ambassadors, they'll help us grow the global NLP community, connect practitioners worldwide, and champion the credibility and professionalism of NLP. Please join us in celebrating and welcoming them to the team!
<https://anlp.org/anlp-international-ambassadors>
#ANLP #NLP #GlobalCommunity #InternationalAmbassadors

ANLP International Ambassadors Joining the Team

David Shephard **Francis Petot**

Tatiana Zalazar **Sofiane Hamine**



Always. Be. Modelling.

Three Celebrations and an Invitation!



Judith Lowe

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www.judithlowe.com



Nishith Shah

nishith@ithoughtlabs.com
www.ithoughtlabs.com



Do you know you are always modelling? Well, nearly always. And do you know that the process of modelling is actually hard-wired into us? It's natural, it's unconscious and it's the basis of how we learn and evolve through life. We learn our cultural behaviours, dream our dreams, create our lives together partly through this deep identification and imitation with others. Conversation, connection, community and collaboration. We just can't help ourselves. Mirroring and matching, thinking and believing, creating our future, improving performances, for better or worse.

What works? What doesn't? What heals? What destroys? What reconnects us to our resources? What incapacitates us? What

is this difference that makes a difference? What *are* the patterns that connect?

We are both so excited to be invited to present at the in-person NLP International Conference on 16 and 17 May this year. And, for the first time, we are co-training too. A very special occasion. We're presenting on a special kind of modelling. Modelling with NLP.

So, how did this happen? Here's at least one version of events. We hope it gives you some ideas and a little bit of inspiration. What follows is what we've called *Three Celebrations and an Invitation*. One of the themes of this year's conference is 'celebration', so we're framing our content into this category and hoping for the best. And the invitation? We'll get there.

We learn our cultural behaviours, dream our dreams, create our lives together partly through this deep identification and imitation with others.

Before we begin, we want to invite you into something a little different. Rather than explaining NLP modelling from the outside, we'd like you to walk this journey with us, as it unfolded for us. Along the way, there were three key moments – simple, human, and deeply alive – that revealed the essence of modelling in a

way no framework ever could. If you allow yourself to experience these moments as they emerged for us, you may begin to sense what we mean when we say that modelling is not just a process or a set of distinctions, but a *mindset* – a way of noticing, relating, learning and evolving in relationship with others, with the world, and with life itself.

Celebration one – a walk in Cubbon Park in Bangalore

Judith: Our first celebration is going to be for the walk in whatever park it was. You can remember what that is.

Nishith: Yeah, yeah. It was Cubbon Park in Bangalore. But I remember this particular thing because I was like, what do people do in Bangalore when you're in the same place you're living and you don't think about it as a tourist?

Judith: I wanted to see temples and parks and *not* go shopping! We'd hardly spent any time together, a little bit, but it had mainly been work. So this was really, I think, the first extended, just personal talk that we'd had.

In the early morning, I remember you coming to pick me up in a taxi. It seemed like a long ride.

Nishith: Yeah, it wasn't far, but it was long because of the traffic.

I think to me, that was very significant in terms of just the insights that I got from you in terms of how I was thinking, but how NLP had evolved and what was happening. It was a huge difference in terms of me recognising where I am at. Then we spoke so much about modelling, and we spoke so much about the future of NLP modelling.

Judith: Yes. We talked about *Turtles All the Way Down* as well, is what I remember. I was so thrilled to find someone else who thought it was one of the best books in the field because it's so mysterious and such an amazing piece of work to have brought NLP into artistry, community, the unconscious, relationship, dreams.

It's lovely when so many NLP books are more about technique, often rather linear and mechanistic. But *Turtles* is a really special contribution. It's some of the magic, I think, of being a human being, developing yourself in a community in all your aspects.

Nishith: If you think about this in the context of celebration, to me, it was the first time we celebrated modelling. I remember one particular conversation that had an impact, and I still think about it. It was like my question for you that we do modelling with all these different models, using all the NLP models. But in

It's not about using models to do the modelling, but it's a way of thinking, and it's a mindset

the initial days, there were no models. Modelling was a mindset. Modelling was a way of thinking, and it was the way of really experiencing life differently from the point of view of structure, from the point of view of understanding human experience.

That's where it made such a huge difference. It's not about using models to do the modelling, but it's a way of thinking, and it's a mindset. To me, that was one of the first few times where I fully stepped into focusing a lot more on modelling. I mean, it was very significant. It was very important. I spent a lot of time modelling so many different things around the world. But to teach modelling and to have the significance of modelling, it was important, that walk in the park.

Judith: Yes, it certainly was. It was about a creative connection between us, which highlighted spontaneously for both of us the importance of modelling.

Obviously, I liked you when I met you and all of those things... I thought, "What a lovely young colleague. I can see he's really committed to NLP, and he's done this amazing thing of creating this conference, all these great speakers, et cetera."

But I think it was on this walk, I thought, oh, we're kindred spirits in that sense. We're on the same wavelength about a lot of things and that we've got the same deep interest in NLP. Rather than a "Oh,

how's your company doing?" it was like, "No, what's really NLP about for you?" And that expansion of being, and that being in the world, and being able to be creative. And we were just also walking in I think that really... It was very early morning. It was a very beautiful little park, wasn't it? It was lovely. It was just a very special connection, I think.

Nishith: Even today, I don't know how we pulled that off, the first Indian International NLP Conference!

Judith: So let's highlight your achievement here because it was an amazing achievement, out of nowhere to run an international conference. It's fantastic.

Nishith: But I think, yes, for this first celebration, it's the celebration in a way of just having conversations and exploring how other people think and where they're coming from and being curious and being in a, I don't know, just a living human moment, isn't it, really? It felt like, to me, a very special moment.

Celebration two – it's been a walk in the park

We want to celebrate some of the programmes and projects we have produced over the years, with the aim of inspiring others to pursue modelling and create the tools we need for a positive global future. What's the point of modelling? To learn something new, something that matters, to refine some performance, access other people's amazing creativity and their best, most successful performance and structure of their subjective experience. What models do you want to bring into the world? What do you want to understand more deeply? ▶



Basic process for an NLP modelling project

- 1 START.** Identify something meaningful, a new behaviour, success mindset, capability, vision.
- 2** Find someone who has it/can do it.
- 3** A mix of implicit (intuitive) and explicit modelling.
- 4** Try it on, test it, get feedback etc., integrate it.
- 5** Design an explicit model with NLP distinctions.
- 6** Teach it to someone else.
- 7 OUTPUT.** You've learnt something rich and beautiful that expands and enriches your world and your being, and impacts your everyday thoughts and behaviour.

Some programmes we've created, and why and how you can do this too

Judith: Modelling was a core part of our Master Practitioner programme in London for about twenty years from the early 90s. We ran a six-module training at one point and learned with world-class modellers like Robert Dilts, David Gordon, Judith DeLozier, Charles Faulkner, Christina Hall. It was amazing – and yes, many people chose to model capabilities and issues that really changed their lives.

Nishith: Over the years, modelling has become the core of the retreats we

run through Thought Labs. Rather than learning NLP primarily through concepts, participants learn by *modelling life itself*. In Goa, we model the locals – their relationship with time, community, nature and joy. In the Himalayas, we model Buddhist monks and locals (in fact, we live with them) – their presence, inner calm, discipline and way of relating to the mind. In Switzerland, we model base jumpers – their relationship with fear, preparation, commitment and absolute presence. Through this process, people learn to unpack the structure of human experience at a deep, core level. Patterns

We are both so excited to be invited to present at the in-person NLP International Conference on 16 and 17 May this year.

beneath behaviour, identity beneath action, structure beneath experience. This way of learning is often profound and life-changing. For many, this is where NLP shifts from something they *use* to something they *live*.

Judith: Our modelling programmes include *Passion in Action* with Judith DeLozier for community leadership and social change from 2003 onwards in many different forms. (We did a Masterclass version for the NLP International Conference in 2019.) Modelling to make a difference and create the future we want. Amazing projects that went into businesses and teams and lives.

Together recently, we have run *Modelling for Change* – with friends and colleagues Judith DeLozier and Dr Patricia Novick; *Introduction to Modelling* for Thought Labs; and *Modelling in NLP Schools Master's Programme* – with Judith DeLozier and Robbie Steinhouse. So, as you can tell, we *always-be-modelling*, all the time!

Celebration three – knocking it out of the park!

Our third celebration is for Karen, Kash and Shannen and NLP International, and it's for their incredible support team and all the amazing trainers and supporters and NLP professionals over the years. What a conference! What a contribution! What incredible vision and leadership they have given us.

Cannot. Thank. Them. Enough.

We both also deeply celebrate Angela Wells, who was working with Nishith, who met Judith at the NLP conferences, and who brought us all together with vision and warmth. We celebrate our deep connection to you. Thank you.

Your invitation from Judith and Nishith – let's park it here

You are all warmly invited to our modelling workshop at the conference. Our greatest hope is that you have a great time, learn something of lifelong value, and bring more of yourself into life and to the world we share. ■



The NLP International Conference 2026

Saturday 16th – Sunday 17th May
Sheraton Skyline, Heathrow, London

Last In Person NLP International Conference

NLP
International
Events
Conference

2 streams over 2 days

Presenters include



David Shephard



Ed Grey



Emma McNally



Fiona Campbell Arrand



Joanna Ellis



Lindsey Agness



Sophie Baker



Joanna Harper



Nisith Shah



Judith Lowe



Reb Veale



Robert Dilts



Sue Knight



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- Refreshments, including lunch
- Discounted parking
- Lifetime access to recordings of the in person presentations as well as the virtual masterclasses

This event is live only – no live streaming



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Setting Your Mindset for Business Success is Critical



Vivienne Joy

hello@viviennejoy.com
www.viviennejoy.com

There are many reasons why building a business is hard – the economy, skills, money, competitors, confidence, clarity over what the business should be, and of course the firm favourites: fear of success and fear of failure.

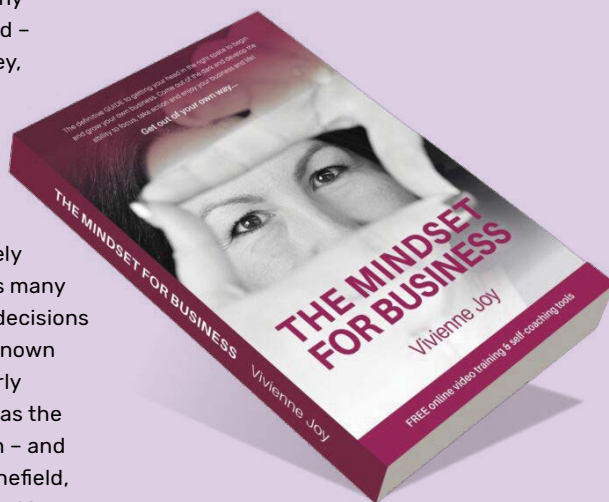
Being self-employed is definitely not for the faint-hearted! It takes many practical and emotionally brave decisions and bold actions to step into unknown territories. Coaching is particularly tricky as you are selling yourself as the product, the answer, the solution – and giving guarantees is a bit of a minefield, especially when you first start working with clients.

In 2019, strategic business mentor and NLP trainer Vivienne Joy created her award-winning NLP-based self-coaching book, *The Mindset for Business*, to support people who were determined to build their own business, but struggling. She spent many hours coaching and mentoring people around the same mindset issues. One day, a client asked if there was a training video about sorting out her beliefs around how probable it was that she'd be successful. You guessed it: there soon was, then another, then another, until there were 49 that formed the basis of the Mindset for Business mastery programme and book that is still changing lives from the first chapter.

As Vivienne shares her own business-building story, it is clearly one of creating what she needed back in the day, when this kind of coaching simply didn't exist for the masses.

An interview with Vivienne Joy

Back in 2002, aged 30, I decided being boss of my own time and destiny was my future. If I'm honest, I felt I had no choice. I'd been made redundant three times within as many years and realised the



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financial safety and job satisfaction I was seeking did not sit with any employer. It was time to do things differently.

I started confidently. Having started my career at 16, when I left school, I believed I knew more than most about sales, marketing, promotions and finance. But doing it for myself was a different matter! I remortgaged my house and gleefully spent the money on advertising and branding, websites and systems. As I got deeper into the setup, it started to feel like a total minefield (and this was just as the internet was being integrated into the world). As weeks and months ticked by with no income, I felt the fear build within. What if I couldn't make any sales? What if the childhood bullies were right about me? What if I actually had to go and get another job that took more than it gave? What if, what if! I was stuck in the terror of getting it wrong and losing money. Decision fatigue was real and my ego wasn't keen on failing. (It still isn't!)

One day, as I came back from a long

dog walk – the kind I was regularly using to avoid making any sales calls or getting any clients – I made a cuppa and switched on the TV, only to be met with the very fast-paced QVC shopping channel. Tony Robbins was blasting from the screen, talking about getting the edge and changing your state to get your personal power. I felt like he was talking to my soul, my fear, my frustration, my overwhelm, my plight... to me! I nodded along, released a few tears, felt hope for the first time in months – and got out my credit card.

Listening to those sequential tapes and CDs (remember those?) was like a breath of fresh air in my otherwise gloomy doubting self-talk. All of a sudden, things started to feel possible and I began to think, "I absolutely can do this. Why not me!" I listened to Tony on my Walkman, repeating the phrases, getting myself into peak state, visioning my future success, feeling my dream like it was reality – and things started to shift.

I remembered who I was before the painful rejection of redundancy. Realised how many skills and natural talents I had that could support my venture. I picked up the phone and negotiated with confidence. I understood how to manage myself and my feelings. I started to get clients and make money.

As my knowledge of myself deepened, the personal development junkie in me was born! My belief in mindset coaching became embedded for life and I vowed I would never work for another rubbish leader ever again. I'd become the leader I needed – and I would lead others.

Fast forward 24 years and 4 businesses later, and I have held true to my promise. In 2015, I became an NLP Trainer and decided to add my own twist, blending other knowledge to create my Deep Structure NLP Coach Certification programme with 'built in' Mindset For Business Mastery, a blend of online

and live support to create confident, courageous, highly skilled and supported coaches to join me in my She-Coaches Revolution mission to change a million lives in the next 10 years – my legacy.

No longer will coaches and practitioners qualify and then let their skills and talents fall by the wayside because they couldn't get out of their own way and find a way to build an authentic and enjoyable business. A business without paying clients is a hobby, and so many brilliant people struggle to make money with their desire alone. Building a business takes skill, time, strategy, structure, consistency and courage. Today I stand with and as the leader of an incredible community who want to change lives. The world needs good-quality coaching!

Learning NLP and becoming a coach/practitioner is just the beginning of building a thriving service-based business. Letting go of your own stuck beliefs is critical in clearing the way to formulating an empowered, high-performance, resilient mindset. My top tip: set your mindset for business success!

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If you'd like to read or listen to Vivienne's book *The Mindset for Business*, you can do so here: <https://viviennejoy.com/product-category/books-cards/>

It starts with an amusing CV of jobs, with Vivienne creating both disempowering and empowering beliefs that formed her base capability map. The book then goes into the mindset reset essentials, helping the reader understand what is really blocking their success. Each chapter ends with an NLP-based coaching task to create deeper understanding, giving the reader the ability to reset old safety-based beliefs and outdated behaviours.

You can also watch some of the original video downloads plus a few new ones.

<https://viviennejoy.com/mindset-for-business-book-downloads> ■



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