

rappoport



ISSUE TEN

WINTER 2007

Sue Stockdale

Inspirational
and motivational
adventurer

New Year, New Start

Reverse your
resolutions

TPM

And neurological change

Dharma Gaynes

Combining NLP
and energy work

THE MAGAZINE FOR PERSONAL DEVELOPMENT

SUBSCRIPTION ONLY



Welcome to the Winter Issue

of Rapport. We've had some personnel changes since September. Emma has joined us part time because Lala has gone off to Australia and New Zealand for 6 months travelling. She admitted that this was partly thanks to the NLP practitioner training she had done earlier this year, which had helped her to set some clear goals, and turn her dream into reality.

Talking of achieving goals, the importance of focusing on 'the goal beyond the goal' is the topic of Michael Carroll's article, and is very relevant to this time of year, when we have time to reflect on our achievements during the past year, and start to wonder about our resolutions for 2008.

Eve then takes these a step further and gives us some really useful guidance for setting, and then keeping those New Year resolutions for the whole year, and even in to 2009.

My own passion is around getting NLP into the Education Sector, and I am really looking forward to the inaugural meeting of the Trustees for the NLP into Education charity we are setting up in the New Year. I am sure we will have more to report on that in a future issue.

In order to get NLP more widely recognised and appreciated by the Education sector, it is important that it is backed by some solid academic research, so we are working in partnership with the University of Surrey, to deliver the first International Academic Research Conference next July.

So you can see we certainly have some big plans for 2008...and yes, our dream home continues to grow, albeit slowly – cold weather living in a caravan certainly chivvies us along in the mornings!

The whole Rapport team hope you had a wonderful Christmas, and wish you a healthy and prosperous New Year.

Karen Moxom

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Nina Barough

the Walk the Walk founder talks about helping people every step of the way

by Eve Menezes Cunningham

So far, Walk the Walk has raised over £32million for breast cancer causes. Its founder and Chief Executive, Nina Barough, set up and runs Walk the Walk Worldwide. This grant making health charity organises the Playtex MoonWalk, Edinburgh MoonWalk and Bristol SunWalk. Walk the Walk Worldwide mobilises teams of women across the world to power walk marathons in their bras.

And it was this image of hundreds of women walking marathons in their bras that inspired Nina in the first place. She says, “I woke up one morning and visualised the whole thing – with bras and fundraising and power walking – so it was the whole package. The idea of going to New York for the weekend and the fun aspect was appealing, I didn’t know anyone with breast cancer at the time.

“When I had the idea, I knew it was a good idea to do it for breast cancer but if I’m honest, the charity part was a bonus. My original reason was the personal challenge of doing a marathon and going to New York.” So Nina started asking people, “Do you want to go to New York for the weekend?” Lots of people said ‘Yes’. And I said ‘You do have to walk the New York Marathon. In your bra.’

“Having women in bras with the association of women having mastectomies was controversial but we’ve moved on a long way. As individuals, a lot of women get worried that they’re going to be outside in a bra but there’s a huge amount of admiration when they do it. And the controversy made us stand out. No one had thought of it before.”

But it wasn’t an instant success. Nina remembers feeling that by August 1996, nothing was happening. “I remember talking to a friend of mine about it. I didn’t know anyone with breast cancer, I’d never done any fund



raising and I remember thinking it was a 50-50 decision. But I decided I would do it. I had a styling and production company and I’d been asking everyone I worked with – makeup artists,

It was a really mad idea and people laughed at it

models, graphic designers – ‘Do you want to join this team?’

“Everything fell into place. It was the right time of the year to get places in the marathon. I ended up with 13 people. I’d visualised hundreds of people so was a little miffed that it was only thirteen. But it was good because it

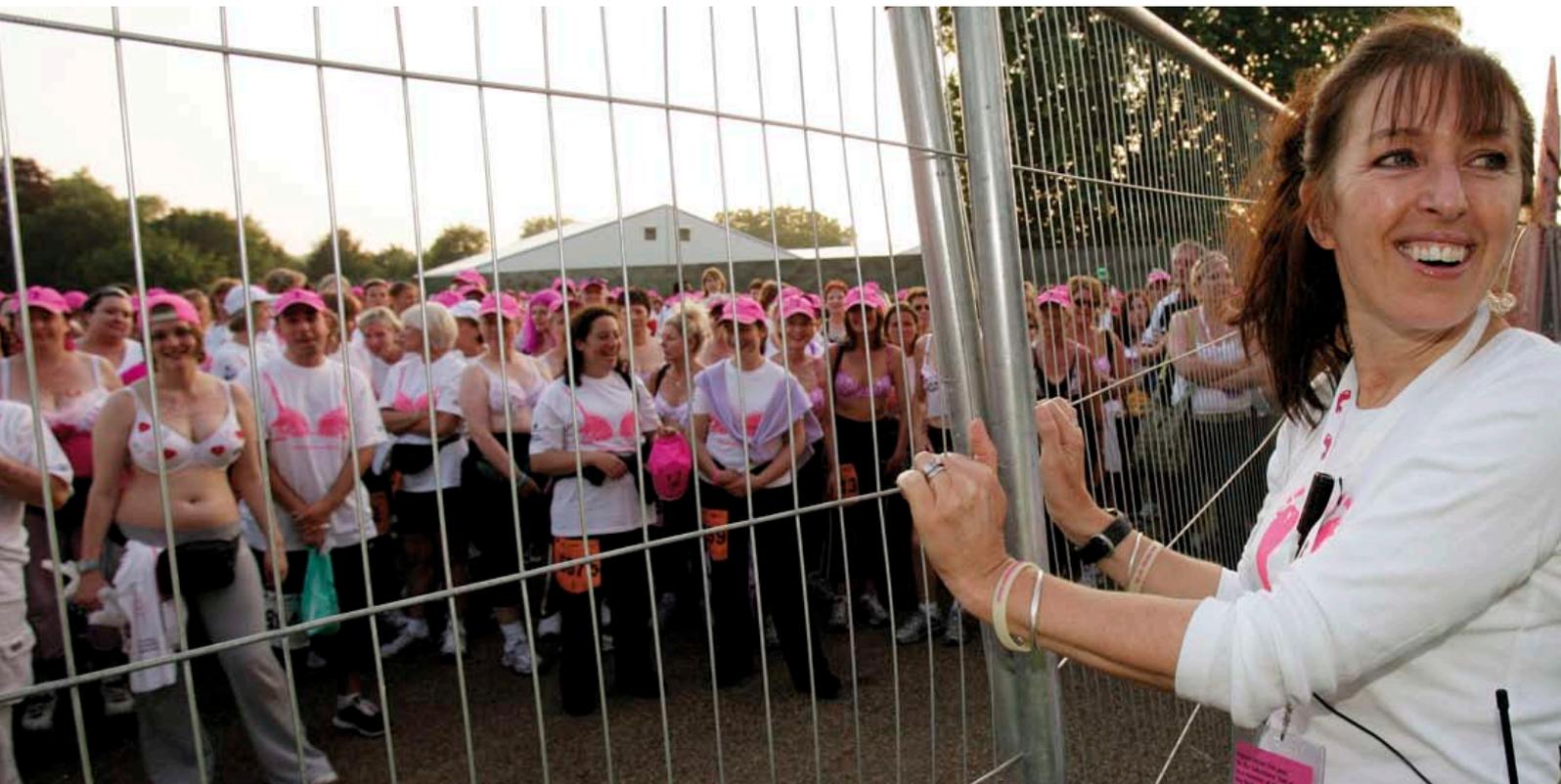
was an easy number to handle. The first couple of years we had walks, there were 13 in New York and 25 at the London Marathon.

“We did the New York Marathon in

November and in January I found my own cancer. If I hadn’t been doing all the awareness work, I wouldn’t have known. I had two lots

of surgery in January and April but was out walking within weeks. I think the body heals a lot quicker than the mind. For everything to feel strong again physically took about a year. But emotionally it took a lot longer.”

When Nina looks back over the charity’s growth from her idea into a worldwide



movement, she says, “I’m really glad I didn’t know any more than I did. The magic of Walk the Walk is that it’s unfolding like a flower. Every year I think we’ll have a plateau but then we have a quantum leap.

“Its strength is that so many people are behind it. Yes, we have the corporate sponsors but it’s also down to the individual walkers supporting it. It’s been a little like being on a magic carpet. I never could have imagined sitting on top of a multi million pound charity. Running a charity wasn’t on my list of ten of things to do but I appreciate every moment.”

And she’s had many high points to celebrate. Nina remembers, “Doing the first walk, presenting the first cheque, having a pathology lab named after us, having a building named after us, raising the first £25,000, then the first million and then beyond.” She takes a breath before continuing, “Prince Charles becoming a patron, going to Highgrove in 2001 before he was a patron but him being very supportive, getting letters from individuals... I’m really fortunate that I work in a job that supports

my mind, body and spirit.”

Nina has high hopes for the future of Walk the Walk. She says, “We’re busy taking the MoonWalk to other countries. It’s a huge step. A quantum leap for us. And we’re taking

SunWalks to other cities. Every year, we want to raise more money than before.”

When I spoke to Nina in early September she said, “This year, we’ve raised £6million already so it’s been fantastic. Every charity hopes it’s going to do itself

out of a job. It would be great to find a cure for breast cancer but I don’t think it’s going to happen immediately so we want to raise as much money as we can.

“We’re making a huge impact on cancer patients going through their treatments. And we’re really encouraging people to look at their lifestyle. As well as checking your breasts, look at what you’re eating. Are you exercising? Is your lifestyle supporting you? Even if just a few people sit up and think, it’s worth it.”

Nina’s enthusiasm is infectious. Her advice to everyone is to “Always go for it. It was a really mad idea and people laughed at it. But if you have a good idea, do it. You don’t have to be as rash as giving up your day job but

there are always ways of looking into it and playing around with it. I believe that if things are meant to happen, they do. And it’s always better to think a year later that something didn’t work out instead of never trying.

“I doubt I’d be talking to you now if I hadn’t had this dream to start this charity. An idea can completely change your direction or path. But by nature, we get quite comfortable so it can take quite a thing to move us into a different path. I had to give up my business because of my cancer. Nothing happens by accident, everyday we’re presented with opportunities that are there for us to take up or not take up.”

If you’d like to get involved, Nina says, “Give us a call or go onto our website and have a look at the list of events. If you’ve never done anything like it before, remember we always power walk. They’re not races. Be there and do your best. The empowerment can be fantastic. When you cross the finish line – no matter what the distance – it’s great. We help people every step of the way.”

Nina believes that it’s the blend of fun with the good cause that has created “the winning combination of Walk the Walk. Lots of people who’ve had cancer or who have cancer join us but thousands of people who haven’t had cancer but want to get fit also take part.” ●

For more information on Walk the Walk and how to get involved in their fundraising events, please visit www.walkthewalk.org

Dharma Gaynes

Combining NLP and energy work with wonderful results

After interviewing Dharma, I felt as serene and relaxed as I do after a good yoga class. The chilled, relaxed feeling lasted for a couple of days. Dharma's combination of energy work with NLP that has created a unique aspect to INLPTA Trainer's Training by Eve Menezes Cunningham

Dharma uses her awareness of people's energy fields to help them be more congruent. But like many people, she has worked hard for her wellbeing. Dharma remembers, "17 years ago, I actually was extremely ill for about five years. I found myself marching to death's door. I had had defunct surgeries on my abdominal area. When that all got fixed, the doctors said 'Your troubles are over, you're fine. Go back to eating normally and enjoy your life.' Six months later, I had same symptoms."

This time, Dharma visited a holistic doctor but she says, the "healing work sounded like psychotherapy which I wasn't going to go for. Finally went to see someone who said she could help me with NLP. It really turned my life around."

Dharma has a private practice and also works with groups and teaches a lot. She uses NLP daily in her own life setting and resetting "outcomes, constantly reaccessing my resources and reframing things."

She was introduced to INLPTA co-founder and modelling expert Wyatt Woodsmall when he was a Master Trainer and she was a Trainer's Assistant. "I was really afraid of him. I thought that I'd never be able to say anything worthwhile. He seemed like he knew everything in the world about NLP. During our first opportunity to give an evaluation, I found myself completely blocked. Then I realised I'd been doodling on the page, drawing pictures of students' energy patterns while they were training. I thought 'If the energy is going to do something anyway, I might as well use it more consciously'. So I drew something to help them incorporate the learning. I got them to act as if they could try the new energy pattern on. I had amazing feedback. It was completely integrated and it was a quantum leap.

"Because your energy field is subtle, it changes completely with every thought we have. I have had a lot of different kinds of responses but don't remember any incident where the person didn't change. Whether or not they choose to keep the change, work with it and continue is up to them. I have been lucky enough to run across students much later down the road and I can't tell you how many say they remember the picture

I've drawn for them. You never know what you're going to say or do that's going to affect someone's life."

As her self-confidence grew, Dharma's fear of Wyatt disappeared. She says he "really mentored me and pushed me. I finally got brave and created a course called The Energy of Communication. It has grown into a transformational and deeply spiritually connected course. People go away with a different sense of themselves in the world. Many people take it again and again because they keep getting something new from it."

Dharma says she is "100% on board with Laws of Attraction. Even

before the thing hit the press and made it's way into the mainstream – which I think is awesome – I deeply understood that we create our reality. I started healing my health problems with NLP. One of my teachers kept drilling it into our heads that intent is everything.

After a year of hearing that I started believing it and working with it."

Dharma explains, "We work with three levels of intent.

Conscious - want

Unconscious - need

Deeply held – manifest

If what you consciously and unconsciously think is deeply aligned, every door is opened. The deepest level of intent is something that you are not aware, of but that you know like you know your face in the mirror. When your wants and needs fulfil that desire, there is a sensory wide acknowledgement that is close to impossible to deny."

Dharma talks about the way, sometimes, we keep going. She says that this is down to having a "whole set of sensory acknowledgement – we know. We may be scared to death or shaking in our boots but we do it anyway. Commitment is seeing something through, all the way through, long after the mood in which it was committed to has passed. One of the things that makes this deepest level of intent obvious to me is to look at the things that come naturally. When you look at your diary, look at all the things that came absolutely naturally. Where nothing stood in the way. Even if distractions came up, you still did what you had to do. Our hopes, wants and desires are that congruent.

Every single thought we have that is not towards what we want holds us back



“If I need a new car, I want a new car and it’s time for a new car, then in a short time I’ve got a good car. Every time you lose your focus and good feeling you weaken your intent.” Dharma compares it to the certainty of seeing a dentist appointment scheduled into your diary. “When you see your gym session scheduled in, it’s somehow not so firm. You’ll probably make it but it’s not for sure.”

When you think about that car, or whatever your goal is, how do you feel about it? I can’t help thinking of Mike Myers in the film *Wayne’s World*. Things seemed pretty hopeless for him but he knew what he wanted. Every time he drove past his dream guitar, he’d stop, get out and see the instrument surrounded by bright light. I think he also heard a chorus of angels. He 100% believed that he’d find a way to get the guitar. And all his jokes were forgotten when he stated, “Oh yes, it will be mine”. Yes, the film is fictional but we can all recognise his certainty.

As you think about your own goals and dreams, if doubt creeps in, it’s harder to associate into what you want. So, with the car, you may think you can’t afford it. Or maybe you worry about adding to global

pollution. Dharma says, “Every time that doubt crops up it makes it further away. When we’re in the Law of Attraction, we’re not allowed to think about how long it will take or how much it costs. You never think about the cost of the dentist’s root canal even though it could cost you a whack of money that you don’t have.

“Every single thought we have that is not towards what we want holds us back. Push through to get back to that amazing feeling. It all boils down to that internal check.

Some people get a voice in their head, others get it in their body. There’s an internal frame of reference that each one of us understand as ‘Yes’. Even though we hate going to the dentist, there are very few things that will keep us from keeping those appointments.”

Dharma says we need to accept at this deep level. That we need to believe we deserve what we want whether it’s a training or a new car or house. She says, “When we know that we know, we just move forward as if it were going to happen. Christmas happens every year. The whole world, even the non-Christian world accepts that it will happen on 25th December.”●

Dharma’s advice for pushing through doubt and negativity

I asked Dharma how people can counter the heavy focus on what we don’t want without our own doubts about world peace, an end to violence against women, poverty, the environment and so on pushing this goal further and further away.

Dharma said, “Whatever higher power you subscribe to – God, Allah, the Universe – it is probably the fastest way to release ourselves and just forgive. Use that higher power to forgive.” She told me about a process she learned 15 years ago. It comes from the Hawaiian Ho-o-ponopono. Dharma says, “it’s probably one of the most powerful forgiveness techniques I’ve ever come across:

I love you

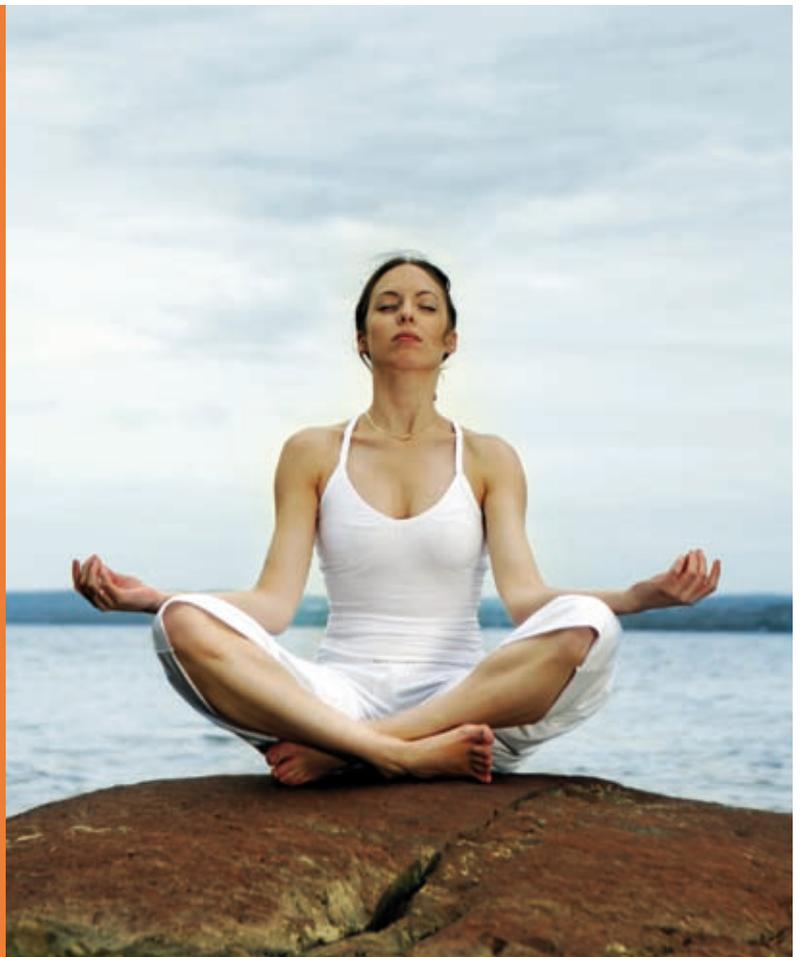
Please forgive me

I’m sorry

Thank you

This is said to the Universe, not anyone specifically.”

So if you have any kind of unpleasant thought or interaction, you don’t have to talk directly to the person you’re upset with. Dharma says, “If I start repeating these statements, in whatever order, to the Universe, somehow, my state changes. My body relaxes. I’m not putting any energy into my conflict. It’s less and less important. I’m able to be with the person without judgement. It’s a whole fresh start. It’s beautiful, elegant, sweet and powerful.” She told me about a meeting where 25 people held hands and repeated the four statements 15 times. By their next meeting, Dharma says, “every single one of us had stories about how people they hadn’t spoken to for years wanted to make amends or pay off debts.”



Thought Pattern Management™

Instructing the mind to make neurological changes

by Caitlin Collins

I'm a great fan of the Red Queen in Alice's Wonderland, who made a practice of believing six impossible things before breakfast; it opens all sorts of fascinating avenues and makes life much more interesting! But I'll admit my scepticism piped up when I heard of the following extraordinary claim: apparently a chap in America has come up with a method of teaching the unconscious mind to heal a whole range of physical as well as psychological traumas – even, in one case, healing an abnormally developing foetus through the unconscious mind of the mother.

I heard this astonishing anecdote from Jenny Lewis, whose company Aspire2Change is the only one this side of the Atlantic licensed to run Robert Fletcher's Thought Pattern Management™ training courses. Jenny describes Thought Pattern Management™ (TPM) as 'a powerful technique to educate, communicate and bring about changes within the mind and the body. It can reprogram the way memories are stored in the data files – a bit like defragging your PC – and profoundly benefit people with mental, emotional and physical traumas and illnesses.'

Drawing on NLP and hypnotherapy, TPM has been developed over 30 years by Utah-based Robert Fletcher. He explains that the method brings about changes at the unconscious level of the mind – 'the level that runs the body, stores memory, and manages the body chemistry; it's analogous to the hard drive and mother board of the computer.' Robert's personal presupposition is that 'the mind will do whatever we ask of it, if we make our requests logical and reasonable and fit them within the person's map of what ought to be possible.'

The Engineer Model

Robert has developed what he calls the Engineer Model to help the unconscious mind to heal the body. Using the NLP metaphorical concept of functional parts of the mind, the model enables the therapist to communicate creatively with the unconscious mind to prompt it to repair physiological damage; the repairs can occur extremely quickly, often in just one session. The Engineer Model has been used with great success for people in comas and with brain injuries.

Case Histories

There's compelling evidence for the effectiveness of the method. In

one instance, Robert worked with a young man who had been injured in a motorbike accident. Following the accident, he was in a coma for a week. Three months later, when Robert was called in, the boy's speech was halting, and he was unable to respond at all when asked about the accident. He had regained some movement on the right side of his body, but the left side remained largely paralysed; he could move the fingers of his left hand only a fraction, with great effort and much concentration. Robert lifted the young man's right forearm and asked the Head Electrician to repair the damaged connections to the left side of his body. It took about 30 minutes for the right arm to lower, during which time the movement was fully restored to the left side of his body, including the leg, arm, hand and fingers.

Another case involved a middle-aged man who was scheduled for open-heart surgery in just two days' time. Robert used a wide-awake guided imagery trance in which he asked the Heart Engineer to review the genetic map of the heart, run a comparative analysis on the current state of the heart and heart region, and repair the differences so the man could continue his life's work. Doctors viewing the patient's pre-op X-rays two days later noticed positive changes to the heart since their earlier examination. They decided to postpone the surgery while waiting to see what would happen. Over the next three weeks, the man's heart continued improving; it went on to become completely normal.

Jenny Lewis uses TPM processes for clients with emotional blocks arising from traumatic memories. She describes how clients have been able to heal negative memories, extracting the positive learnings from the memories and transforming the negative emotions into positive energy. One such client who had experienced childhood abuse was unable to form lasting attachments and had little faith in himself; he was also a pathological liar who suffered extreme anxiety about being caught out. He wanted to change these behaviours to become more congruent with his own strong moral code, and he wanted immediate evidence of the change. 'I worked with this client twice,' Jenny recounts; 'Once to run an NLP circle of excellence exercise as a convincer of the possibility of change, and once to run the TPM comprehensive memory cleanup and realignment processes. On the baseline assessment test this client scored very high for traumatic memories; after we'd done the work he repeated the assessment test and was amazed that the scores had been reduced to >



The mind will do whatever we ask of it if we make our requests logical and reasonable and fit them within the person's map of what ought to be possible

negligible. This was the immediate evidence he wanted – and the two score sheets also further reinforced the change by acting like an NLP swish pattern.'

Expanding Parameters

These accounts are perhaps not so astonishing for those who have some experience of the powers of the deep levels of the mind, but mainstream medicine, to a large extent still wedded to surgery and drugs, remains slow to embrace the possibilities of 'alternative' methods. I'm reminded of an occasion 25 years ago, when I was training in acupuncture. An old Chinese man was carried into our London clinic, semi-conscious, severely paralysed and totally unable to speak following a recent stroke. Half an hour after the needles went in, he sat up, fully alert, and said, 'Thanks very much' (I think; it was in Chinese. It might have been, 'Ouch, get these damn needles out of me!'). Then he walked out of the clinic under his own steam. It was like the raising of Lazarus. But still the main treatment for strokes in our hospitals remains physiotherapy.

There's a lot of work yet to be done in expanding the parameters of what's possible – or permissible, given the prevailing scientific and pharmaceutical company politics – in the medical field. NLP and other mind / energy methods have so much to offer the world. And while we may not really want to emulate the Red Queen's uncritical willingness to believe the impossible, a willingness to suspend the limiting beliefs that hold us back from genuine investigation and exploration is surely essential for any advancement. ●

Robert Fletcher will be in the UK in 2008 to offer TPM trainings at basic and advanced levels.
Contact Jenny Lewis: 029 2086 2647, info@aspire2change.com www.aspire2change.com

The Engineer Model in action

Begin by gaining rapport at the conscious and unconscious levels. If the person is in a coma, treat the coma as a deep trance state and establish ideo-motor signals for yes and no.

Establish the lead-and-follow pattern as follows: 'Close your eyes. Imagine in your mind that you are standing in front of a chalk board. Please do each of the following tasks and nod your head when you are done so that I will know you are ready for the next task. Draw a large circle on the board. Inside the circle, draw a square. Inside the square, draw a triangle. Inside the triangle draw an X. Now erase the X. Now erase the triangle. Now erase the square. Now erase the circle and clear your mind.'

Set up a repair-process driver or task-master. If you use a cataleptic arm for this purpose, ask permission: 'May I borrow your arm?' Then lift the forearm upright, allowing the elbow to rest on something. Say, 'And I'm going to ask your unconscious mind to take charge of your hand and allow it to lower only as quickly as your unconscious mind locates the part of the mind responsible for the electrical and chemical functions of the mind.'

Set up the presupposition that there's a genetic record that contains a blueprint of neurology from birth up to the present time. Then ask: 'May I speak to the Head Electrician and the Head Chemist please?' Wait five seconds and continue: 'And I'm going to ask the Head Electrician and the Head Chemist to first review the genetic blueprint of the area of damage before the damage took place, and again at the present moment in time, and then to do a comparison of the before-accident and after-accident neurology looking for differences. Ask your unconscious mind to signal you with a Yes signal when this analysis is completed.'

Instruct the Head Electrician and the Head Chemist to reconnect all the cell connections which were pulled apart by the force of the accident. Ask the Head Janitor (or Head of Maintenance) to activate the lymphatic system to clean out all the dead cells, old blood and debris, and then to sanitize the damaged area so that the new repairs will hold. Ask the Immune System Manager to protect this area while the cells and neurological pathways gets repaired and re-established.

Using a cataleptic arm again, say: 'And I'm going to ask your unconscious mind to take charge of your hand and allow it to lower only as quickly as the Head Electrician reconnects up all the cell connections which were pulled apart by the force of the accident and returns the neurological wiring to its former undamaged state. And we're going to give permission to the Head Electrician to pull in any assistance necessary in order to do this repair work quickly, safely and correctly for the benefit of (the person). You may begin the repairs now.'

Stop talking and start watching. Watch the hand specifically for minute ideo-motor movements. As the movements begin and the arm begins its downward movement, pace the movement by saying 'That's right.' The arm may take from 2 minutes to one hour to lower; be patient and stay with the process.

If the arm stops in its downward motion for more than one minute ask: 'Does the unconscious mind or any of its controller parts need additional resources? If the answer is Yes, cause the arm to lift a little, if No, cause the hand to continue the process of repair.' If the arm lifts, say: 'I would like the controllers of this repair process to contact the Creative Mind and have the Creative Mind create whatever special tools, materials, connectors or whatever is needed for the Head Electrician and the Head Chemist to continue and complete their work of repairing the damaged brain circuitry.'

Finally, test the new circuitry.



Presupposing Excellence – Supervisory

Dilemmas for Coaching and Therapy

In considering the many definitions of NLP and taking into account the historical development of this methodology, some might question whether there is a place for supervision of NLP based training, therapy or coaching work

After all, if we accept the presuppositions of Every behaviour has a positive intention; There is no failure only feedback; Everyone has all the resources they need; and, The map is not the territory, then the role of supervision and professional accountability for work in the NLP field is inevitably redundant. The other side of the equation may lean more towards the presupposition that One cannot not influence and Watzlawick's observation, "it is then possible to develop therapies that drip with pseudosincerity and whose common denominator is the contention that they are free from manipulation... One cannot not influence. It is, therefore, absurd to ask how influence and manipulation can be avoided, and we are left with the inescapable responsibility of deciding for ourselves how this basic law of human communication may be obeyed in the most humane, ethical and effective manner."

In this article I intend to consider both sides of this equation, with the aim of respecting the maps that exist within the fields of coaching and therapy. I have chosen to look at these opposites through the some of the NLP Presuppositions and present some thoughts for consideration as well as raise some questions for ethical and effective practice as an NLP therapist, trainer or coach. Where I use the

term supervisee, I refer to therapists, coaches and trainers.

The 'map' is not the 'territory' – people respond according to their internal maps

One of the definitions of NLP that supports this presupposition is 'The Study of Subjective Experience'. There is sometimes the temptation to think that we are the person doing the study and therefore our map is less subjective. We know what our filters are, we have done our

NLP which makes us a master of our own communication, risking a process of ignoring our blind spots. Effective and ethical practice considers the subjective nature of experience and acknowledges that there are at least two maps that are present in any one to one interaction. We will inevitably be influenced by our subjective experience of the client's story. In many instances this is unlikely to be a problem, yet how many of us know of individuals who have been 'NLP'd', having had a negative experience of somebody 'doing' the process of NLP to them?

Supervision of client work can aid an understanding of how our maps can occasionally get in the way of effective client work. The supervisory process can aid a third position on the work of the supervisee through the supervisee gaining more 'knowing' about their own internal landscapes. This opens up the possibility to change our map and behavioural response as the supervision brings to consciousness aspects of the territory that may have been influencing respective maps.

Every behaviour has a positive intention

I have heard some individuals within the field of NLP challenge the view that supervision is unnecessary. If every behaviour has a positive

intention then is it possible to cause harm to our clients? Supervision may also be seen by some as a policing process, who are you to tell me what I can and can't do with my clients? I have personally been berated by some in the NLP field for using 'should's' and 'needs' when I have referred to safe practice for coaches, being challenged for making an assumption that it is possible to do harm including flouting laws that exist for public protection. If we accept the presupposition that every behaviour does have a positive intention, then any effective supervisory relationship will also operate from within this philosophy.

An effective supervisor will facilitate a supervisee to recognise where behaviours are less than useful through a process of reframing, seeking the positive intention and providing alternative choices. For example, a supervisee may be overly cautious about taking risks in therapy/coaching/training and the role of the supervisor becomes one of reframing this strategy as one of developing effective internal calibration processes while at the same time balancing this with developmental support to assist the supervisee to self reference sufficient examples of effective risk taking to enable an internal frame of reference for risk taking in the future.



All meaning is context dependent.

All meaning is subjective and requires to be understood in the context of where and how the behaviour occurred. Meaning is often determined by considering the non-verbal communication of a client, and it is difficult to replicate this in the context of supervision. Some supervisors might request that supervisees present audio-recordings of their work in supervision, which raises questions concerning confidentiality of material discussed, data protection and ownership of the audio recordings. It is only on rare occasions that I suggest this for supervisees, and in most instances rely on state dependent recall for the supervisee. The outcome oriented and proactive stance of NLP does not naturally lend itself to the reflective process of supervision. It is therefore important that the supervisor develops sufficient flexibility in strategy elicitation and the ability to slow down the internal process recall of the supervisee to such an extent that they can elicit the key steps and stages of the interactions between supervisee and client. This literal modelling out of the interaction becomes an essential component of understanding the contextually dependent meaning of NLP work enabling an accurate representation of the session to be replayed in supervision. The role of the supervisor in this context becomes one of considering the contextual meaning of material as it is presented and enabling the supervisee to identify the relationship of the material, whether this is emanating from the client, from the supervisee or from the interaction between them through transference and countertransference.

There is no failure only feedback

Effective supervisory relationships are based on openness, honesty and trust, enabling a review of the supervisee's own learning and development in a safe and progressive relationship. The supervisor's role is to support and enable the supervisee, and to avoid sitting in judgement of the right or wrong way to do things. In my experience it is often easier to act as supervisor for supervisees who work from an alternative mindset and skill base to my own, which enables me to facilitate the relationship and learning of the supervisee without my own map getting in the way. Where there is greater understanding of the work of the supervisee, the role of the supervisor is to assist the supervisee to gain insight and learn from their own process, rather than this be driven by the supervisor. The supervisor's role is to set the frame of feedback and reinforce the positives in a supervisee rather than dwell on failures that have happened. At the same time it is important to have a trusting relationship whereby the supervisee feels sufficiently supported such that they can present 'failures' or 'errors' in their work to enable them to be reviewed constructively so that lessons can be learnt and applied to future practice.

People have the internal resources they need to succeed

NLP presupposes that the client, supervisee and supervisor will all have the internal resources that they need to succeed. Dilts neurological levels provides a useful framework for working in supervision, enabling both the supervisee and the supervisor to elicit and bring into play the resources that are held within the supervisee and also the relationship with the client. A supervisee may feel continually challenged with overwhelm regarding their role and may result in them feeling helpless in assisting others to change. The role of the supervisor in this instance is to work with the supervisee in enabling them to see where they can make a difference, which in the early stages of the supervisory relationship will be about enabling them to focus on smaller aspects of their work that are successful before moving on to focussing on the feelings of overwhelm.

Conclusions

NLP as a model of performance excellence naturally lends itself to a mutually cooperative relationship in supervision. It works from the principle that everyone has the resources to succeed and it is the role of the supervisor to facilitate utilisation of these resources. Because NLP is based in modelling, the supervisee can

be facilitated to model their own practice and utilise what they are doing well. Additionally, the process of modelling can be utilised by the supervisor to teach the supervisee certain aspects of their own successful work. Effective supervision may include the use of audio recordings of work with clients, to enable a mutual process of reflection that is sometimes difficult to consider when the only process that the supervisor can work with is the supervisee's recall of the session.

There are some limitations in NLP as a model for supervision in that it tends to operate at a structural level rather than content, and some supervisees may well attend supervision having a good structural representation of what is occurring in their work, but may not so easily recall the content of dialogue. NLP recognises the process of projection within coaching and therapy work, and yet does not have a process of eliciting, understanding or influencing the countertransference process within the supervisee, risking Watzlawick's anxiety of potential manipulation. The NLP community would enhance its ethical standing through a greater emphasis on supervision as a way of assisting safe and accountable practice.

I have suggested within this article that supervision encompasses the role of trainer as well as the NLP therapist and coach. Anyone interested in developing peer vision processes for their training practice are welcome to contact ANLP, who would encourage the development of peer review as best practice. ●

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