

INTRODUCTION

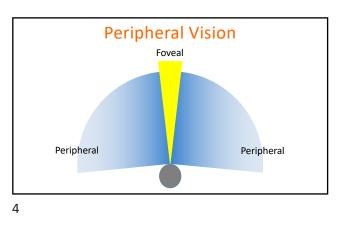
- Your Name
- Where are you from?
- What do you want to get from the course?
- 2 Minutes Each

2

Guidelines for Successful Group Work

- Start and finish at arranged times.
- Do exercises as described, to the best of your ability.
- Keep personal information confidential.
- · It's OK to check when you're not certain.
- Respect others and their model of the world.
- It's OK to have fun!

3

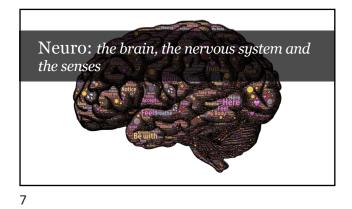




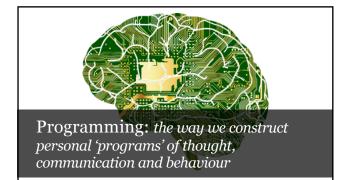


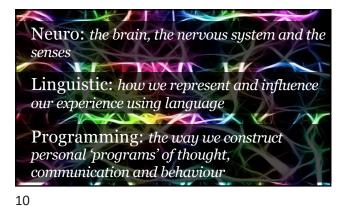
What you can do with NLP

- Relate to people better
- Clear blocks within yourself
- Improve motivation
- Understand people better
- Become more influential
- Set clearer goals

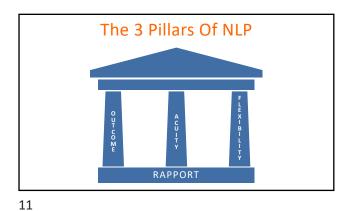












NLP is:

"The study of the fundamental patterns of excellence in human performance... and how to reproduce

them"

- John Grinder, co-founder of NLP



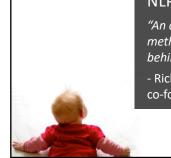
NLP is:

13

"The ability to master your own states by running your own brain"

- Richard Bandler, co-founder of NLP





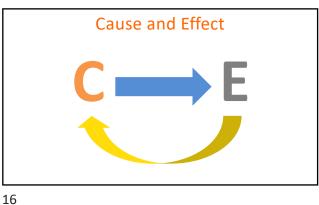
NLP is:

"An attitude (of curiosity) and a methodology that leaves behind a trail of techniques"

- Richard Bandler, co-founder of NLP

14





10

Which Side Would You Rather Be On? Results (Cause) Excuses or Rea ns / Effe Takes Responsibility Blames Procrastinates Decisive Proactive Reactive Takes action Tolerates Seizes opportunities Acts only when they have to Choice No choice Powerful Powerless Responsible for own emotional states Feels responsible for other's emotional states but not their own

Fatalistic

Victim

Follower



Takes initiative

Leader

Makes things happen



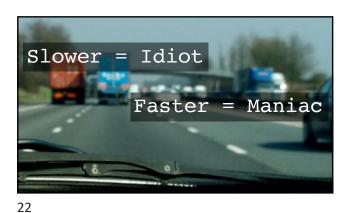
State versus Goal Value or State Goal or Outcome Ambiguous Specific

Can have it now	Takes time
No steps needed	Steps needed to get the
Infinite	Measurable
Stated for self and/or others	Stated for self only

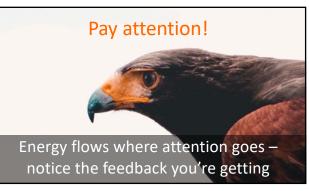
20

Well-Formedness Conditions for Outcomes Positively stated Initiated and maintained by the person Specific, sensory-based description of outcome and steps to reach it Ecological More than one route to the outcome First step specified and achievable Increases choice





"The Map Is Not The Territory"



Presuppositions of NLP: About People

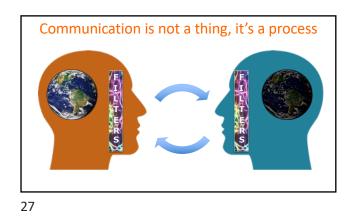
- The map is not the territory
- All behaviour is the best choice currently available
- People have all the resources they need to succeed (there are no unresourceful people, only unresourceful states they get into)
- I am in charge of my mind, and therefore my results
- The only reliable information about a person is their behaviour
- Mind and body are one system

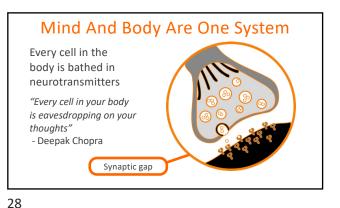
25

Presuppositions Of NLP: About Communication And Change

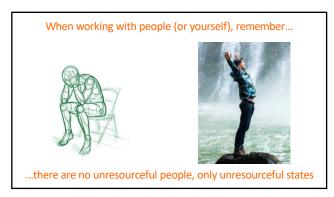
- Respect for the other person's model of the world
- The "meaning" of communication is the response you get
- You cannot *not* communicate
- There is no failure, only feedback
- The more complex the situation you have to cope with, the more behavioural flexibility you need ("Law of Requisite Variety")
- Any changes should increase choice and wholeness, and be evaluated in terms of ecology

26

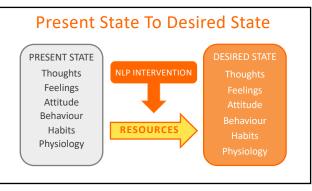




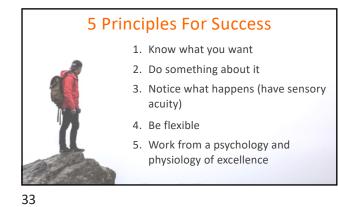
Mind And Body Are One SystemImage: One System</

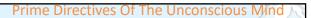






32





- Stores memories
- Organizes all your memories
- Represses memories with unresolved negative emotions
- Presents repressed memories for resolution
- Runs the body
- Preserves the body (the most important one)
- Is symbolic
- Takes everything personally
- Works on the principle of least effort
- Does not process negatives

34

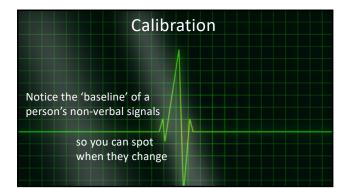
What You Need To Know About Your Unconscious Mind



- Most of the time, it's in charge
- It wants to do what you ask of it
- It works with feelings, images and metaphors, rather than logic, words and abstract concepts
 It learns through intensity of emotion, and through repetition
- It does not process negatives







Sensory Acuity Exercise: Visual

- In pairs (person A and person B):
- 1. A think of someone you like
- 2. Break state (i.e. B distracts you from thinking of that person)
- 3. Think of someone you don't like
- 4. Repeat until B can tell them apart
- 5. A think of one or the other but don't say which
- 6. B guess which person A is thinking of
- 7. Swap over

39

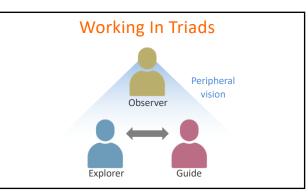
Sensory Acuity Exercise: Auditory

In pairs (person B has eyes closed):

- 1. A think of someone you like and count to 10 out loud
- 2. Break state
- 3. A think of someone you don't like and count 1-10
- 4. Repeat until B can tell them apart
- 5. A think of one or the other and count 1-10
- 6. B guess which person A is thinking of
- 7. Swap over

40





Rapport: Being Fully Present Exercise

A (speaker), B (conversation partner), C (observer)

- 1. A and B have conversation about A's best vacation ever
- 2. B is interested for 2 minutes
- 3. Not interested for 1 minute
- 4. Interested for 1 minute
- 5. 1 minute **sensory-specific** feedback from C on what they noticed

(just one round, no need to switch roles and repeat)

43

Rapport: Voice Matching

- A repeats a phrase e.g. "My awareness is constantly improving"
- B repeats, matching voice as closely as possible
- Coach(es) give sensory based feedback to match even closer
- Rotate roles until everyone has tried each role

44



Pacing And Leading Exercise

3 people (Speaker, Matcher and Observer) 7 minutes per round

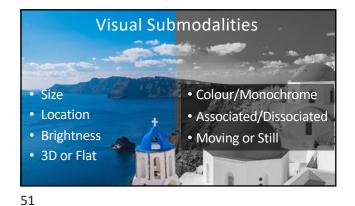
- Speaker and Matcher have a conversation
- Matcher builds rapport
- Matcher tries to 'lead' Speaker
- If it doesn't work, build more rapport and try again
- After 5 minutes, Observer gives 2 minutes of sensory-based feedback to Matcher.







Eye Accessing Cues (in a 'normally organised' person) V 'visual constructed A Auditory constructed K Kinaesthetic





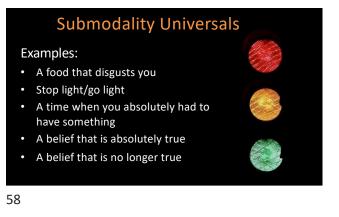


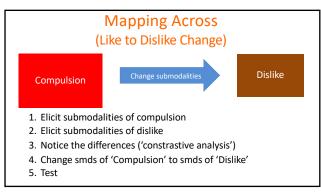




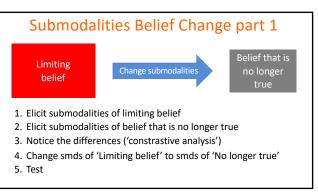












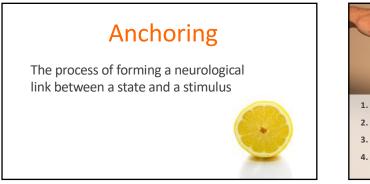


5. Test and future pace

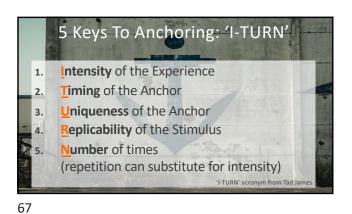






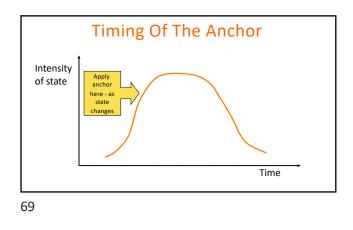






Best Experiences For Anchoring 1. As they happen 2. Remembered 3. Imagined

68



Eliciting States

Remember, pace and lead!

- 1. "What is it like when you feel χ ?"
- 2. "When do you feel like that?"
- 3. Pick a specific time...
- 4. "As you go back to that time now..."

70



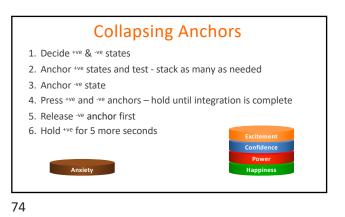
Could be:

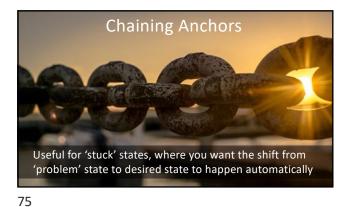
- A visual image
- Auditory a word or a tune
- Kinaesthetic a gesture

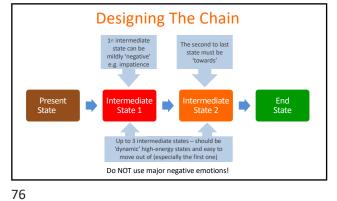
Remember it must be replicable (under the person's control) and unobtrusive

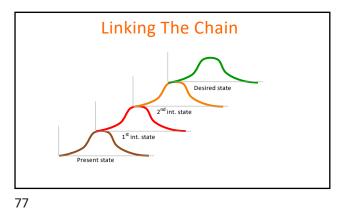


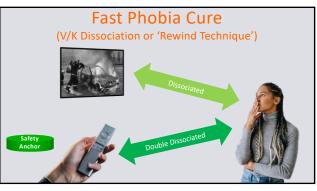




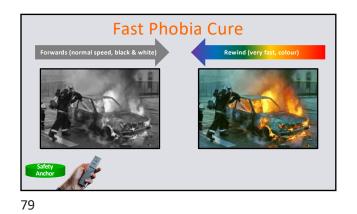


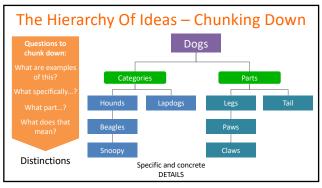


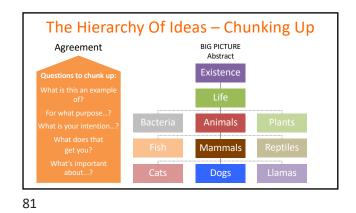


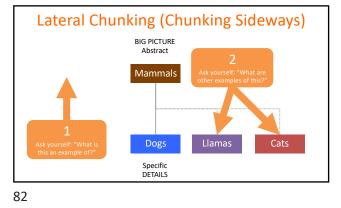


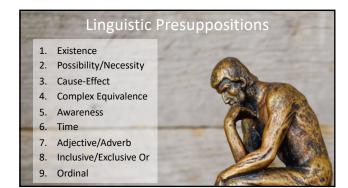


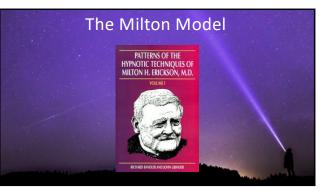


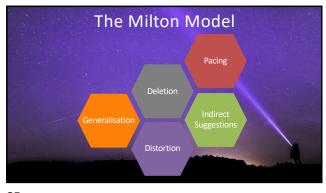












Milton Model: Distortions

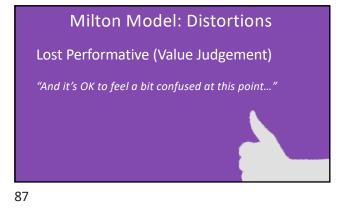
Mind Reads

"I know you're wondering how to use this..."

"You may be wondering..."



86



Milton Model: Distortions

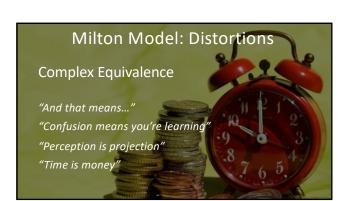
Cause and Effect

"If... then..." "As you... then you..."

"Because you're so relaxed, you can accept positive suggestions" "When you breathe out, all the tension will leave your

88

body"



Milton Model: Distortions

Presuppositions

"...and 10 is where you're going to be when you've solved the problem"

"When you've told me what you need, we'll be clearer about how I can help"



Milton Model: Generalisations

Universal Quantifiers

"Every breath takes you deeper into trance"

"All the things you're learning..."

"Every no brings you closer to a yes"

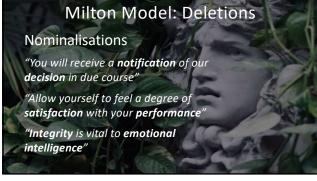
Milton Model: Generalisations

Modal Operators (Possibility/Impossibility or Necessity) "And you can really enjoy your new learnings" "A person has to let things go sometime" "We'll have to make the investment sooner or later'



92

91



93

Milton Model: Deletions

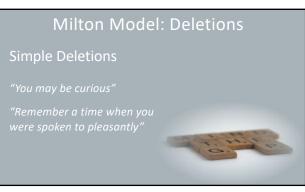
Unspecified Verbs

"You're growing in many new ways"

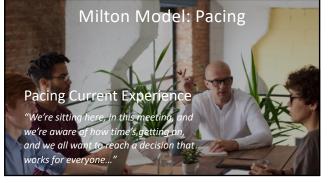
"This is an enjoyable experience"

"Certain memories can surprise and delight you"





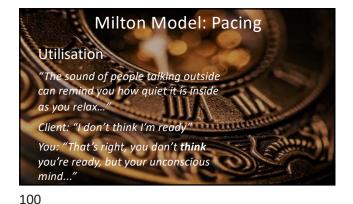




98



99



Milton Model: Pacing Truisms undeniable generalisations, useful for reframing suggestions or requests)

"Most people work more effectively when they have ways of recharging their energy"



Milton Model: Indirect Suggestions

Ambiguity

a) Phonological *"Here the sound of my voice*

begins to take you deeper"

"Coke refreshes you like no other can"

"You'll have heard all you need to by/buy now"

Milton Model: Indirect Suggestions

Ambiguity

a) Phonological:

"Here the sound of my voice begins to take you deeper"

"Coke refreshes you like no other can" "You'll have heard all you need to by/buy now"

103



Milton Model: Indirect Suggestions

Ambiguity

b) Syntactic – where the function of a word cannot be immediately determined from the context

APPEAL

Lawyer For Bear Sprayed Suspect In Package Theft Alleges Vigilantism,

NEWS CULTURE CONTACT ABOU

Entrapment

Share this

"I don't like micro-managing managers"

"The journey of a lifetime"

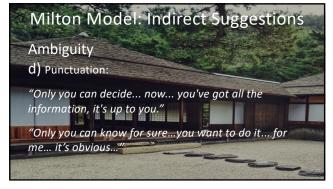
Headline ambiguities:

"Squad helps dog bite victim"

104



105



106

Milton Model: Indirect Suggestions

Embedded Suggestions

"I don't know how soon you'll begin to feel better" "When you're ready to go ahead, perhaps you can give me a call" "Notice what factors tell you it's time to buy"

It's time to buy

Milton Model: Indirect Suggestions Conversational Postulate A yes/no question containing a suggestion:

"Do you think you can relax even deeper now?"

In everyday conversation

"Could you open the window?"

Milton Model: Indirect Suggestions

Extended Quotes

The listener eventually loses track of where they are in the story and who is being talked to or about, so they apply it to self.

109

Milton Model: Indirect Suggestions Switching Referential Index Changing the subject of a sentence halfway through: "I was quite nervous when I first started presenting, but I found that you relax as soon as you get into it." "If you're expecting a bit of a tussle over this one, just take a moment to review the issues and I'm sure we can go into it in a positive frame of mind."

110

Milton Model: Indirect Suggestions

Negative Suggestions

"Don't buy until you're absolutely ready"

"I'm not saying these shares are definitely going to increase in value"

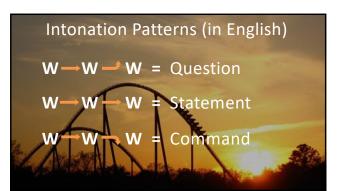
"Don't think of a blue rhinoceros"

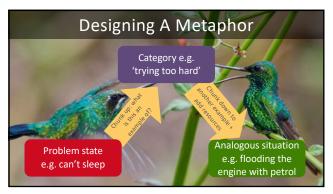


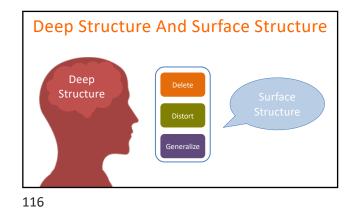
111

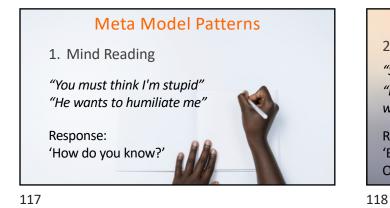


Milton Model: Indirect Suggestions Selectional Restriction Violations Qualities or actions attributed to something that could not by its nature possess them: "That term isn't very user-friendly" "That term isn't very user-friendly" "The whole room is enjoying this" "My car didn't want to start this morning" "This system enjoys a lot of advantages over the competition"

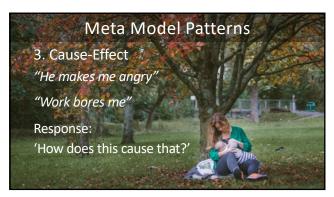


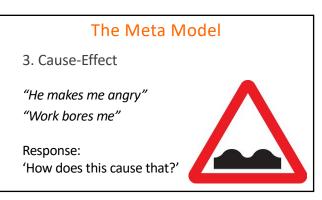














Aeta Model Pattern

4. Complex Equivalen

'She never smiles at me, she doesn't like me 'Questioning is disrespect''

Response: 'How does this mean that?' 'How is this the same as that?' Or just: 'Tell me more' 'Tell me how that works'

121

Meta Model Patterns

5. Presuppositions

"Would you rather wash up, or tidy your room first?"

"Don't cause any more difficulties" Response:

'Who says...?'

'How do you know...?'

122



123



124

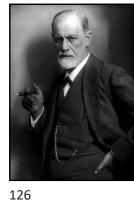
Meta Model Patterns

8. Nominalisations

"I'm in a bad relationship" 'Who are you relating to?' 'How are you relating badly?'

"The decision has been maa 'Who decided?' 'How did you decide?'





Meta Model Patterns

9. Unspecified Verbs

"He made things OK again" "We're going to turn this team around"

"I want you to improve quality"

Response: 'How specifically?'

Meta Model Patterns

10. Simple Deletion

"I'm upset!"

Response: "About what?"



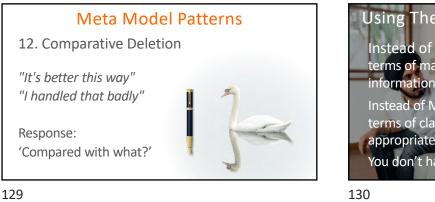
127

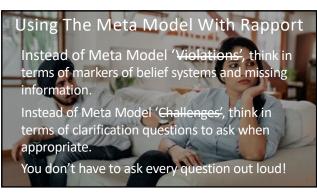
Meta Model Patterns

11. Unspecified Referential Index (or Unspecified Noun)

"Some people will never get this" "They don't listen to me" "It's a matter of opinion"

Response: 'Who or what (specifically)?'









Strategies

The order and sequence of internal representations and external actions that consistently produce a specific result

Change an ingredient, or one of the steps, and you'll get a different result

133

What You Can Do With Strategies

Elicitation: discover a person's strategy for achieving a particular outcome.

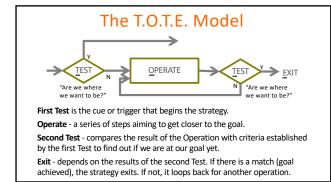
Utilization: feeding back information to the person in the sequence that suits their strategy, e.g. utilizing a person's buying strategy in sales.

Change: changing a strategy to make it better at achieving the desired outcome

Installation: installing a new strategy if the person doesn't have one for that desired outcome.

Modelling: we can model other people's effective strategies to learn a skill for our own benefit or to teach others.

134



135

Steps In Eliciting Strategies

First Test – How do they know when to start running the strategy? What starts it off?

Operate - What is the sequence? What is the rep system of each step, and what are the submodalities?

Second Test - How do they know if they have succeeded? What tells them they have to go round again?

Exit - When do they stop running the strategy?

136

Eliciting Strategies - Procedure

- 1. Get into rapport and set the frame.
- Get the person associated into a time when they were
- doing the strategy.
- Get the first Test for strategy 'X', "What's the very first-thing that makes you X?" or "What tells you to start 3. Xina?
- Get the Operation, second Test, and the Exit: keep asking "Then what happens?" until the strategy loops round or exits.

137

NLP Strategy Notation 1

Superscripts

i = internal

e = external

r = remembered

c = constructed

Rep Systems

- V = Visual (Pictures) A = Auditory (Sounds)
- K = Kinaesthetic (Feelings)
- O = Olfactory (Smells) G = Gustatory (Tastes

Examples

Vr = Visual Remembered A^r = Auditory Remembered A^rt = Auditory Tonal Remembered Kr = Remembered Feelings

- Subscripts t = tonal d = digital
- Ve = Visual External A^c = Auditory Constructed A_d = Internal Dialogue Ke = Tactile Sensations

NLP Strategy Notation 2

Syntactic Symbols:



→ = Polarity Response - = Simultaneous but not interfering

= Meta Response

Examples:

Sequence: V^e -→ A^r -→ кⁱ V^e/ V^r Test: Simultaneous remembered picture + feeling : V^r → Kⁱ Saying one thing & feeling the opposite: $A_d \xrightarrow{p} K^i$ Talking to yourself about something you've tasted: $G \xrightarrow{} A_d$ Inputting Visual and Ve Auditory Simultaneously: Ae

139

Buying Strategies

Buying strategies have 4 components:

- Motivation strategy -how you become motivated to buy omething
- Decision strategy investigating and selecting from the available options
- Convincer strategy how you know that this item is the right one to buy Reassurance strategy how you know that you've made a
- good purchase so you don't suffer from 'buyer's remorse'.

140

Motivation Strategies Away-from: undirected, runs out quickly, stressful – but can be useful for kick-starting Towards: directional, keeps going until goal is achieved, +veK When changing a motivation strategy, always do an ecology check before removing away-from elements. 141

Tips For Motivation Strategies Focus on the end result, rather than the slog of getting there To deal with inertia or overwhelm, chunk down the tasks until they are easy to do Motivation follows action, rather than the other way round – get started and motivation will come! Example of a good motivation strategy: V^c of end result with vivid submodalities \rightarrow Ad "Wor areat

when this is finished!" \rightarrow +veK (motivation) and

142

Typical Problems In Decision Strategies

- Not enough options
- Keeps generating options with no way to exit Some rep systems missing in representing options
- Not using visual for comparisons
- No external sensory input, so outdated information
- No ecology check (moving pictures are better than still for
- representing consequences)
- Values clashes => dilemmas or serial incongruity
- K is not strong enough so don't know when to exit

Convincer Strategy part 1 Convincer Representation Filter/Convincer Channel What rep system do you need your information in to make a decision?

Typical elicitation question: How do you know that a co-worker is good at his/her job?

- a) See (them do it)
- b) Hear (about them)
- Read (a report about them) c)
- d) Do (it with them)

Convincer Strategy part 2

Convincer Demonstration Filter/Convincer Mode

How many times does something need to be demonstrated in order for you to be convinced?

Typical elicitation question: *How many times does a co-worker have to demonstrate competence to you before you are convinced?*

- a) Automatic (competence assumed from the start)
- b) Number of times (most usually 3)
- c) Period of time
- d) Consistent (never completely convinced)

145

Well-Formedness Conditions for Strategies Follow the TOTE model. Keep it simple - the change should be as small as possible to get the result. Intervene at a point before the strategy goes wrong. Use all three of the main rep systems (V, A - tonal or digital - and K). Change any elements that put the person into a suboptimal state. Make sure there is an exit after a certain period of time or a certain number of times round the loop.

146



147

Rep System Characteristics

- Ad planning, summarising, sense-making
- \mathbf{A}_{t} adds emotional impact
- V fastest system, good for comparisons and decision-
- making. Because it's fast, it's the easiest for changework.
- K slowest system, and has more inertia so hard to change on its own.

Emotions ('Kinaesthetic Meta') are the main way we evaluate experience.

Use anchoring, submodality shifts, or reframes to change emotional responses.

148

Pattern Interrupts Use for: 1. Interrupting undesired behaviour sequences

2. Interrupting an expected sequence to induce a momentary 'confusion trance'



New Behaviour Generator

- 1. Describe a behaviour you would like to be able to do, or do better. Start from internal dialogue of 'I can do this'.
- Go into V^c and create a movie of yourself doing the new behaviour the way you want. Add sound, and adjust until you are happy with the new behaviour.
- 3. Step into the movie and check how this feels (K). Make any further adjustments you need to.
- Future pace see yourself using the new behaviour in 3 or more opportunities in the future (V^c) to generalise the new ability out.



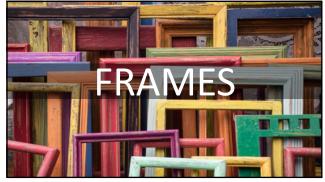


The Disney Strategy For Creativity Implementer Dreamer (or Realist) Create Organise Critic Evaluate

153

151

- "Teach Me How To Do It" Let the client describe the problem while you establish rapport and introduce humour.
- "If I had to have your problem for a day... You're the expert, teach me how to do it."
- 3. Elicit each step of the strategy, but play dumb and mess up the submodalities. Make them laugh ("As soon as you can laugh about something, you can change it" – Richard Bandler).
- Keep eliciting until you have the whole of the strategy (you can reproduce it in yourself). Check if the client can still 'do' the problem.















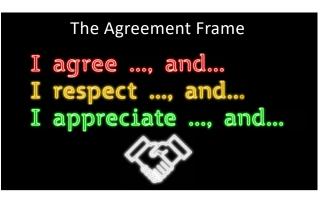




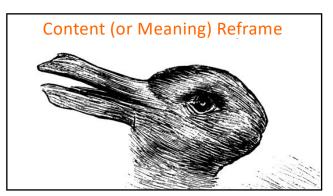


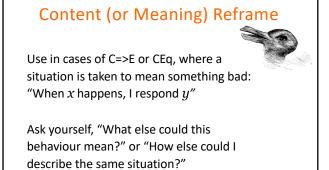














Context Reframe

Use in cases of Comparative Deletion: "He's too x" or "I'm too y".



Ask yourself: "What's another context (different/wider/longer-term) in which this behaviour or quality would have value?"

169

Content and Context Reframes Summary

Content Reframe (C=>E, CEq) What else could this mean? How else could this be described?

Context Reframe (Comparative Deletion) "What's another context in which this behaviour or quality would have value?"

170



171

Six Step Reframe

- 1. Identify behaviour or symptom
- 2. Set up signal
- 3. Discover positive intention
- 4. Generate at least 3 alternatives
- 5. Future pace
- 6. Ecology and congruence check.

172







'Logical Levels'	
Spirit	
Identity	
Beliefs and Values	
Capabilities	
Behaviour	
Environment	



