ANLP

Master Class Workbook

Using NLP Skills for
Navigating Change In Buisness

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NLP BUSINESS CIRCLE
for international business professionals & coaches

Engaging Others to Embrace Change

Before navigating change in business, it is important to help all stakeholders understand the value of the change and help everyone impacted by the change buy-in to the change process.

The aim of this workshop is to demonstrate the use of NLP skills to prepare people to manage change in business and help deliver a smooth change experience

Impact of Meta Programmes

In their book Time Line Therapy and the Basis of Personality by Tad James and Wyatt Woodsmall identified that:

5% - 10% use sameness

55%- 65% use sameness with exceptions

20%-25% use difference with same

5%-10% use difference

Which tells us that up to **75%** of people prefer things to stay almost the same.

No wonder change programmes are one of the biggest challenges for companies to implement smoothly

Valid Reason for Change

Changing things just for the sake of it does not work.

There has to be a valid reason for making change and this must benefit employees, customers, suppliers, and communities.

All change causes disruption for the majority of people

In fact, we know that something as simple as asking someone to change desk can trigger a threat response

When a threat response in triggered our pre-frontal cortex shuts down. This the part of the brain responsible for:

- Problem solving
- Cognitive thinking
- Controlling our emotions

This means that people may not be in the best 'state' do manage the change process. When people understand the value of the change and the benefits this will bring to them personally, this reduces the threat state and they become much more likely to buy into the change process

NLP Skills for Change

To help someone become motivated to achieve **anything,** you have work with their map of the world and find out what fits for them

Some of the tools an NLP Professional has are:

VAK Communication Model

Well Formed Outcomes

Creating Clear Timelines

The NLP Meta Model

Matching Meta Programmes

Eliciting and Anchoring Motivating States

Useing the V.A.L.U.E. Model

Amount of Information We Receive

It is estimated that we are exposed to the equivalent of 40.000 high- definition movies worth of information at any given moment and only capable of focusing on the equivalent of an A4 size document.

'Our Maps of the World'

We all create our own unique perspective of any given situation by the ways we sort and filter information from the 'outside world" through our own experiences, beliefs, and values

Every person has their own unique perspective of the world. When ten people go to a meeting they will have their own unique perspective (or maps) of what they understood went on in that meeting.

# Inside and Outside Worlds

Inside World

Beliefs
Hopes
Dreams
Expectations
Fears
Confidence
Values
Experience
Disappointments
Knowledge
Feelings
Imagination
Determination
Energy
Strength
Resilience
Mindset
Emotions

Outside World

Actions
People
Family
Friends
Home
Office
Car
Products
Services
Results
Targets
Stuff

The Communicating Process

Blah! Blah! Blah!
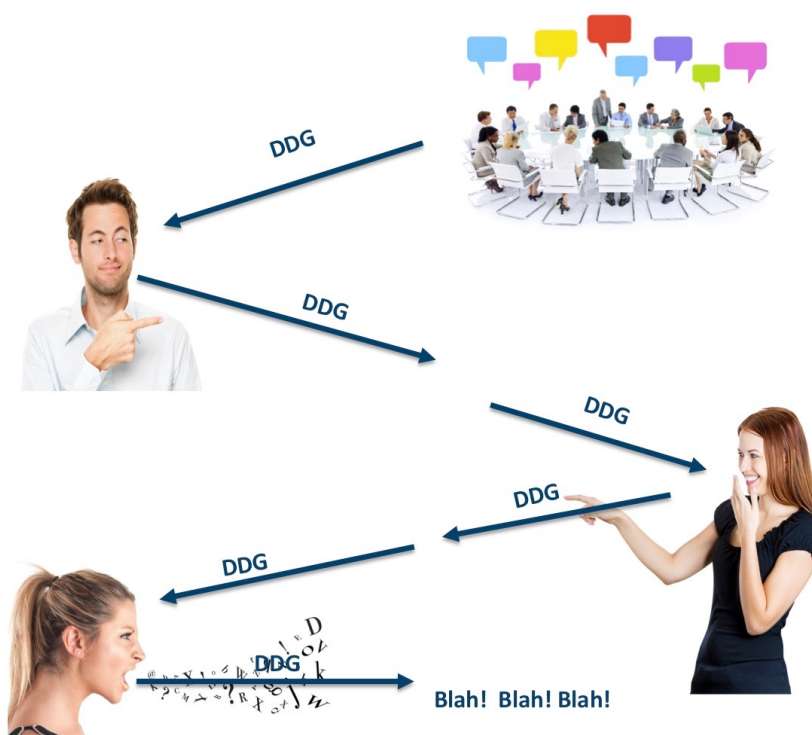
The Power of Three

To help reduce the impact of deleteing, distoring and geralising when passing on information, only communicate 3 main points at any one time
Be sure in communiacte using all the senses as this is the key to helping your message be both clear and helping it to 'stick'

VAK Communication Model

Is based on the fact that the only way we make sense of the world and can communicate with each other is through our senses.

According to the VAK Communication model, most people will possess a dominant, or preferred learning style, however some people will have a mixed and even balance of all 3 styles.

The skill of an NLP professional calibrating through Eye Access cues and Representational Systems the different VAK preferences that the people they lead and coach use.

The VAK Communication model is a tool that helps you in understanding the overall personality, preferences, and strengths of the people you work with

VAK For Communicating Change

Create a **Visual** element – Slides, Pictures, Videos, Diagrams, Charts
Create an **Auditory** element - Questions, Chat, Discussion – make sure what you are communicating has logical thread with a beginning – middle – end
Create a **Kinesthetic** element by having instruction handouts. Include demonstrations and practical exercises so people can learn by doing

Creating a Common a Goal for Change

Common Goals only get achieved:
- When there is a Well-Formed Outcome
- The purpose of the change is understood and accepted
- There is a clear action plan with times and dates
- The people working towards that goal feel valued, appreciated, listened to, understood, and encouraged

Creating Indivudual Goals for Change

Only when the Common Goal is clear can each person involved set their individual goals
When someone sets their own goal, they are much more likely to feel involved in the project and become personally responsible for it being achieved

Creating Well Formed Outcomes

Stated in the positive
Desired state must be in control of the person setting the goal
Can you see, hear, feel, and maybe smell and taste what it's like when you have achieved this?
Ecology Check – how will achieving this affect family, friends, health, job etc.?

Well Formed Outcome Checklist For Smooth Change

- Has someone made a decision to achieve this?
- What motivates and inspires them to achieve this?
- Do they have the skills and knowledge to do this?
- Have they done this before?
- Do they know the steps?
- How will you know when they have achieved this?
- How will they measure the outcome?
- How committed are they to achieving this goal?

Engaging All The Senses

See how it Looks
Feel how it Feels
Hear how it Sounds
As you achieve this now

Timeline Your Goal and Milestones

NLP timeline refers to the way you organize the concept of time on the inside.
Everyone needs a way to differentiate among the personal past, present, and future.
Make sure that people can see their goals is in their timeline and they have a Visual
Submodality of achieving it

Create Your Roadmap

The NLP Meta Model

The NLP Meta Model is the information gathering and problem-solving tool of NLP
When you ask purposeful questions from a state of genuine curiosity, this helps you really
connect with, engage, and motivate others. You get a much clearer picture of the internal
maps that the people you are working with are creating. The Metal Model was discovered
by **Dr Richard Bandler** and **John Grinder** (the co-creators of NLP) and first published in their
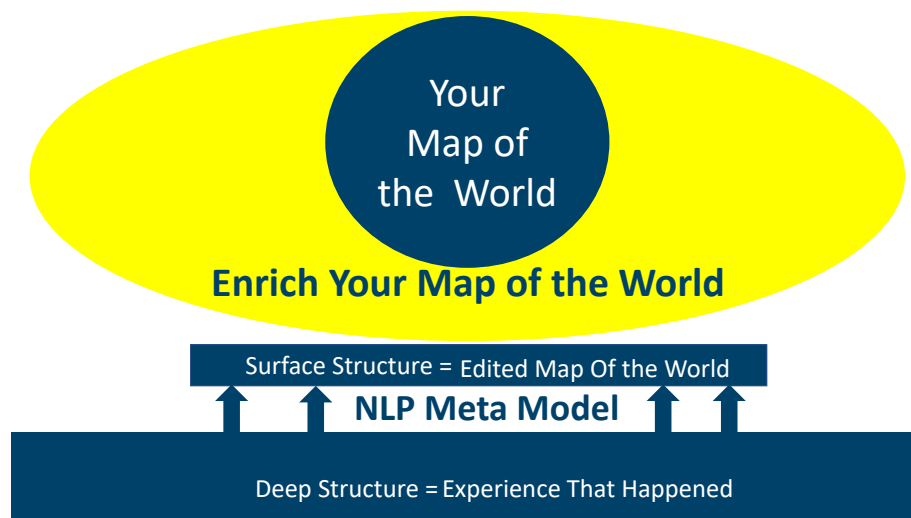book **The Structure of Magic Part 1**

This Model gives you a structure for crafting questions to retrieve information that someone
has Distorted Deleted and Generalised in their Map of the World
This helps others connect with their inner resources come up with possible solutions and
become more confident and motivated

Benefit of Using the NLP Meta Model

Using **the NLP Meta Model** elegantly and conversationally, encourages people to open up to
you and discuss possible challenges and limited beliefs they may have around the change
process
Being able to elegantly use the NLP Meta Model questions is essential for facilitating smooth
change in business

Your Map of the World

Enrich Your Map of the World

Surface Structure = Edited Map Of the World

NLP Meta Model

Deep Structure = Experience That Happened

Five Distortion Language Patterns

Mindread - How do you know?
You want to clarify that what someone is saying is really what is happening, or is it just their edited version of something

Cause / Effect - Something or someone makes me feel ….
When someone is making a cause/effect statement they believe that how they are feeling is caused by another person or event, and has nothing to do with them

Complex Equivalence - Which part of the sentence is true?
Making two separate sentences both appear true by saying them together. Often you will hear people put two stand-alone sentences together, and as long as the first one is true, we assume the second one is also true.

Nominalisation
When a word that should be a verb (action) is turned into a noun (thing or event)
When you hear someone use a lot of nominalisations, it can often mean they are stuck.

Lost Performative - According to whom?
This is when something is stated as fact and we don't know who originally made this statement. Often these are judgement statements, and no one tends to question who made that judgement, what if they were wrong?

Four Deletion Language Patterns

Simple Deletion
A lot of information is missing. People often delete so much information that we are left with only one or two words.

Comparative Deletion - Who or what are you comparing to?
People especially in business, often compare themselves to others. Usually this is not a fair comparison because they could be comparing themselves to someone with much more experience

Lack of Referential Index - Who or what is being referred to?
The person or thing being referred to is not specified. When you are not clear as to what is specifically being referred to this can create misunderstanding and cost time and money in business. Clear communication only happens when we know specifically who or what someone is referring to

Unspecified Verb - How is something being done?
If you are not sure about how something is going to be done, you cannot be sure that objectives and targets will be met. Unless someone is brand new to a job, people tend not to ask how something will be done........ and often assume that things will be done effectively. These can be very expensive assumptions!

Three Generalisation Language Patterns

Universal Quantifier - The all or nothings!
This is when things become so generalised that there is no limit - they seem to become as big as the universe. This pattern is often used by people who are overwhelmed

Modal Operators
Are words that require particular action and imply no choice. These are that words that can limit someone's 'map of their world' by determining the boundaries of their belief system A Modal Operator is a verb that modifies 'how' an activity is done and always precedes it. The Modal Operator we choose determines how we will do something (or not) even before we know what the activity is

Presuppositions
Are the incomplete or unspoken parts of a conversation that must be assumed (pre-supposed) to be there, in order for the statement that someone is saying to make sense. Presuppositions are all the things that are concealed in a conversation, but nothing would make sense without them.
We unconsciously identify what is being presupposed when we are talking with others. The NLP skill is to become more conscious of what is being presupposed

SPLATR Model

The **NLP Meta Model** is a very elegant way of asking these questions for recovering deleted, distorted and generalised information

However learning to apply the NLP Meta Model takes time and when training and coaching my business clients I wanted to give them something that would be easy for them to use and also a Model they could teach to others This led to me creating The **SPLATR Model**

Situation = What?

People = Who?

Reason = Why?

Location = Where?

Action = How?

Time = When?

NLP Meta Programmes

Meta Programmes are powerful mental processes that help people manage, guide, and direct their experiences and help us decide what to pay attention to

This filtering process helps guide and direct our thought processes, resulting in significant differences in behaviour from person-to-person

When managing change, understanding how different communicating styles interact on a team and the organization, can be the difference between constant conflict and maintaining harmony.

NLP Meta Programmes are not static and change over time and from context to context. People will use different Meta Programmes according to different situations, how they are feeling, and according to the amount of stress they are experiencing.

Knowing the NLP Meta Programmes someone uses can help to closely predict their actions. There is no "right" way or "wrong" way to filter information.
Some patterns are more useful in a certain context than others.

Meta Programmes help you to better understand other people and their psychological tendencies and to adapt and change your behaviour and approach to others

These changes can improve your relationships with others by helping you to develop deeper levels of rapport and potentially influence people to your way of thinking.

This becomes possible because Meta Programmes gives you insight into a person's motivations. And once you understand their motivations, you have the key to help influence their choices, decisions, and actions.

Meta Programme Scale

	5	4	3	2	1	0	1	2	3	4	5	
Proactive												**Reactive**
Towards												**Away**
Internal												**External**
Options												**Procedure**
Different												**Same**
General												**Specific**

Identifying Motivation Meta Programmes

Most people will motivate themselves by running more than one NLP Meta programme.
The following explanations will give you a starting point about what language and words to listen out for and how to match this.

Level	**Reactive – Proactive**
Direction	**Towards – Away From**
Source	**Internal – External**
Reason	**Options – Procedure**
Decision Factors	**Different – Same**

Proactive – Reactive

Proactive - doing things without requiring additional information.
Reactive - incapable of moving until they have the right amount of information they need.
When observing behaviour, does someone take the initiative or wait for others to do so?

Language to Motivate

Proactive	Reactive
Just do it	Let's think about it
Let's get on with it	Now that you have analysed
Go for it	Think about your response
Let's go now	You will have everything you need
Get started	This will explain why

Towards – Away From

Towards - moves towards goals, motivated by the pleasure they experience when they achieve something.
Talks about goals, targets, things they will get and what they will achieve.
Towards thinking is the thinking of the go-getters and these people are vital in getting things moving in a team

Away from - motivated by the pain that could happen, should they not achieve something.
They will talk about everything that they don't want to happen. Even when you ask what they want, they will tell you what they don't want.
Away from thinkers are vital when critical evaluations and risk assessments are required.

Language to Motivate

Towards	Away From
Here is what you can…	Avoid
Get	Fix
Gain	Not have to deal with
Obtain	Prevent
Achieve	Get rid of
	Stop that happening
	Won't have to

Internal – External

Internal - know inside themselves how they are doing.
They will refer to "I", they don't need anyone to validate them.
They can find it difficult to take constructive criticism.

External - has no internal reference and needs other people to validate how they are doing.
They need others to tell them how they are doing. They will talk about the team, their manager, their clients etc.
At the extreme end they will require lists of tasks they have to do.

Language to Motivate

Internal	External
What do you think?	It's been approved by
It's up to you	I would highly recommend
I suggest you think about it	You will make an impact
Try it out and decide what you want to do	They will be impressed
	The experts say
	Others will notice
	You will get feedback

Options – Procedures

Options - like freedom of choice, lists of reasons for doing things and open to opportunities and possibilities.
They enjoy finding out lots of new ways to do things and want to know why things are done in a certain way
They are motivated by opportunities and possibilities and like breaking or bending the rules.
Often, they are very enthusiastic starters and can be poor finishers.

Procedure - believe there is a right way to do things, they follow procedures exactly.
Interested in how to do things not why they have to be done.
They follow rules and tend to get things done by the time they are required

Language to Motivate

Options	Procedures
Here are the options	The procedure is
There has to be a way to do this	The right way to do this
Is there a better way?	Give them the step firstly, secondly etc.
An opportunity here	Reliable way
You could just throw out the rule book	A proven methodology
An alternative here is	
What choices are there	

Different – Same

Different - need new things to do constantly as they get bored doing the same thing.
They enjoy challenges and new projects.
They can change jobs frequently as they lose motivation when they run out of new things to do.

Same - like to have a structure they are comfortable with and can often be in the same job for many years.
They like to know what they are doing and can feel very uncomfortable with change.
They are happy knowing that when they come to work, they are familiar with what they have to do, as they know what is expected of them.

Language to Motivate

Different	Same
New	Exactly as before
Totally different	Unchanged
Never been done before	The same as
Brand new	You already know
Unheard of	Maintaining
The only one	Totally the same
Unlike anything else	It's like
Unique	In common with
Innovative	
Completely change the way	

Anchoring Resourceful States in Self and Others

An 'Anchor' is a trigger that will set off a specific behaviour or feeling
Visual - Sound -Touch - Smell - Taste
To help people stay in a resourceful state you have to go there first !

Examples of Resourceful States to Anchor

Calm
Confident
Relaxed
Energised
Motivated
Strong
Focused
Resilient

The V.A.L.U.E. Model

When using the V.A.L.U.E Model its important the use the words of the VALUE Model to create a strong human connection

Examples:

I really value how honest you are being with me
I appreciate the commitment you have to your coaching
I hear what you are saying
I understand that coaching is not always easy
I know that you will find ways to achieve your goal

Your Facilitator

Fiona Campbell has been delivering NLP training specifically for business and coaching since 2001. As well as delivering certified NLP Business Practitioner, NLP Business Master Practitioner and NLP Business Coach she delivers a range of Corporate Leadership Development Programmes internationally both in person and online

In 2020 she founded The NLP Business Circle Online Club. This club is for NLP professional looking to enhance their NLP skills for Business and Coaching. The club has 2 x 2 Hour live Master Classes a month plus members get unlimited access to the video, audio, and workbook archives of all the Master Classes since 2020

Get complimentary access to Fiona's NLP for Business Toolkit
https://www.nlpbusinesscircle.com/free-nlp-for-business-free-tool

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