

# RAPPORT

The Magazine for NLP Professionals

WINTER 2012/2013 / Issue 30

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communicating  
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## Richard Bolstad

A Good Man for a Crisis

**The Impact  
of Language**  
(What yer grammar  
shoulda taught ya!)

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with NLP**  
in the Classroom

**DEBATE** p28  
Engaging with Science

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# INTRODUCING NLP

## Outcomes 18: Language Surgery

By Caitlin Collins

In this series on Introducing NLP we're taking the umbrella theme of setting outcomes in order to find out how NLP can help us to discover what we want and then achieve it. In this and the next few issues, we'll be pondering the power of language to help or hinder our achieving our goals.

Speech is linked with thought, both as an expression of it and an influence on it. Firstly, our unconscious attitudes and beliefs affect what we say and how we say it, so we may be communicating information about ourselves that we don't know we're sharing! And secondly, because so much of our thinking is in the form of mental talk and it's hard to think coherently about a topic for which we lack vocabulary, our language skills shape – and sometimes limit – our concepts.

As the name implies, neuro-linguistic programming is big on language. In NLP terms, we have a deep structure, comprising our unconscious thoughts, attitudes, beliefs, memories, feelings and knowledge, and a surface structure, comprising those aspects of ourselves that are apparent to our conscious minds and also to others – including what we say. Together the two are like an iceberg: there's always more going on below than appears on the surface.

The NLP 'meta model' provides an almost clinically efficient method for exposing deep structure elements that are implicit in our speech. Because it requires you to probe the patient with potentially annoying questions, you need to establish good rapport before you start, and then wield your scalpel skilfully.

The first step in applying the meta model is to listen for verbal vagueness manifesting in one or more of three main ways: deletion, generalisation, and distortion. All appear in normal speech, and all can be fruitful areas of investigation.

“Speech is linked with thought, both as an expression of it and an influence on it”



We delete when we shorten, selecting only some information to say. We generalise when we don't acknowledge exceptions. We distort when we simplify; moreover, if you wanted to get philosophical, you could argue that all words are inevitably distortions because they don't accurately represent reality. Mmm, moving briskly on...

The next meta model step is skilful questioning. It helps to think of this not as challenging the other person, which might imply that they're wrong, but rather as inviting them to expand their awareness, which might imply that they're even more interesting than they thought they were and is a lot more fun for everyone! Here are some examples; see if you can identify which of the three categories they illustrate.

**Remark:** They should do something about it.

**Possible response:** Who should do what about what?

**Remark:** She's a hopeless case.

**Possible response:** Whose opinion would that be?

**Remark:** Everybody hates me.

**Possible response:** *Everybody?*

**Remark:** I could never do that.

**Possible response:** What might happen if you did?

**Remark:** He never brings me chocolates; he thinks I'm too fat. And he doesn't love me.

**Possible response:** How does that follow? Maybe he doesn't know you like them!

**Remark:** We'll be able to do something about it when we have a change of government.

**Possible response:** Do you mean there's absolutely nothing we can do now?

**Remark:** She's going off me; I know she's getting bored.

**Possible response:** How do you know? What's happening that you're interpreting like that?

Be warned: too much of a good thing can become a bad thing; while meta modelling can be hugely helpful for uncovering underlying issues that affect our ability to attain our goals, it can also be so irritating as to provoke a pacifist to violence. Probably the safest patient to start operating on is yourself!

In the next issue we'll be redressing the balance by considering a language model that delights in vagueness: the Milton model, named after Milton Erickson, the past master of trance. Meanwhile, let your increasing skill with the meta model help you to understand yourself better, enabling you to achieve your goals more easily, with even more positive results for yourself and others... ■



# Richard Bolstad

## A Good Man for a Crisis

By Andy Coote

Richard Bolstad's name comes up in conversations with others in NLP whose background and judgement I respect. When I spoke to him by Skype, he was in the middle of running an NLP Practitioner Training in Wellington in his native New Zealand. He comes across as modest and very personable. He clearly carries his knowledge, experience and innovative thinking lightly. Richard is a multi-faceted thinker and doer. As well as his publications, his RESOLVE model and his trainings he has worked in the aftermath of war and disaster in some of the most difficult places on earth.

**N**ew Zealand is a very small country which gives Richard excellent access. 'I train some of the top management in Government departments and we have NLP trainers who are heads of training in some of the Government departments. That sounds very impressive until you realise that a Government department in New Zealand is dealing with a community the size of a small city in Britain. I would say NLP has got pretty good credibility with Government agencies in New Zealand. For example, last year, when we had an earthquake in Christchurch, one of our main cities, we had government funding specifically for our NLP Practitioners to man a hotline and work with people in the disaster zone. I guess that's a good sign. Compared with the UK or USA, in a smaller community we can do that much more efficiently.'

When Richard discovered NLP, in the early 1990s, he was interested in it, but not initially impressed by it. 'I had friends who had done NLP before that and I thought they had gone off the deep end. I was pretty

**“NLP has got pretty good credibility with Government agencies in New Zealand”**

certain it must be bullshit. My strategy was to study things in detail in order to learn a lot about them to explain why I don't recommend them. In the case of NLP, I kept discovering that it was working, so that really changed my career.'

Richard studied his Practitioner in New Zealand with the Australian Association of NLP and then went to Hawaii and trained Master Practitioner with Tad James. His trainer training was with Tad and Wyatt Woodsmall in Canada.

In parallel, Richard was also beginning a journey of discovery in another direction. 'I stumbled upon a so-called "energy" training by accident. I didn't intend to go to it and again, got very curious. It seemed to me that China was the place where they had a continuous lineage of research about this for a couple of thousand years, so I went to China and Thailand and trained with a couple of the large schools of Chinese energy work (Chi Kung). We're on the doorstep of Asia and we have a large Asian population in New Zealand, so it kind of comes naturally to be trying to make sense of the world in both the European way and the local Asian way. I have a Japanese grandson, which immerses me in that part of Asian culture.'

Richard liked the Chinese and Japanese approach. 'It was very research-orientated and modelling-orientated really and there was an enormous overlap in the kind of presuppositions behind traditional Chinese energy work and the presuppositions of NLP.'





Also, coming from a Gestalt background, I noticed that the way that NLP was being done didn't have much kinaesthetic in it. It was something that people did with their eyes closed, sitting down, with not much attention to the body, so that was good to link in as well.'

Through Chi Kung, Richard was able to further his interest in the connection of everything, what he calls 'secular spirituality'. 'I was looking for a model that wouldn't lock me, and the people who were learning with me, into a particular sect, or a particular religion. That's another thing I liked about it.'

In 1998-99, with his late partner Margot Hamblett (who died in 2001), Richard first experienced a disaster zone. 'We had a friend, Stephanie Perrot, from New Zealand who was working in Sarajevo and she was aware that there was an enormous need to help people with PTSD in the city and in the whole country and they didn't have the funds to do anything long-term. She talked to people at the hospital about us and we were invited to run a training. Our first training was with psychiatrists to get them out of their own PTSD. People were coming every day into their offices presenting with panic attacks and nightmares every night, feeling like the war had never ended. The psychiatrists, sitting in a room with bullet holes in the walls and would be thinking to themselves, "Yep, that about sums it up for me as well."'

Once they had worked with the psychiatrists, 'we realised that the NLP things we were doing were robust enough to deal with pretty much the worst things that human beings do to each other. That enabled me to feel comfortable going into the area around Chechnya and working in other disaster areas like the North Japan tsunami and where there have been other tsunamis round the Pacific.'

NLP is being used in two key ways in disaster response. The first is to help people model and re-establish resilience. The second is to provide a psychological 'first aid kit'. 'Resilience is important. Most people, even in those horrible disasters, are

actually very resilient. Some people fall to pieces for a while but then pull back and recover. A number of people develop chronic problems. In dealing with those chronic problems, it's not just a matter of rushing in with a Western process solution. It is more about working out how other people in their culture maintain resilience. That's pretty important. For example, Japan, from the research, is one of the most resilient cultures in the world and it would be very arrogant to come from such a fragile culture as European culture to help people be resilient without knowing how they actually manage it themselves. They are extremely good at re-framing disaster. We've learned a lot from them. I am very aware of the cross-cultural nature of what I am doing, teaching in all these places, and I think it is quite an important thing not to think that we have an answer that we are going to impose, but actually to respect and find out how, in their culture, they support each other.'

To Richard this is simply living out his, and NLP, values. 'In Sarajevo, in Egypt last year and in other parts of the Arab world, having a respect and understanding for Islam and for the way that people respond to things and handle things inside the culture



of Islam, is the smart thing to be doing. It's just basic rapport.'

The psychological first aid skills are important to give confidence to the responders. 'People going in ask, "what if something happens while I'm there. How will I cope with that situation?" So we teach people that as well. Then we teach them how to do certain techniques, including the phobia trauma process, the rewind movie process and Andy Austin's version of the eye movement process, which I think is exquisite. We also teach them the difference between resilience and chronicity and, there again, I just want to honour Andy Austin for thinking through that whole idea of patterns of chronicity. I think it is a very smart model.'

Richard's own model, RESOLVE, was developed around ten years ago and published in a book. Though the research has moved on a bit since then, Richard is still teaching the fundamentals of that model. My understanding was that he had modelled the working practices of Milton Erickson. 'Yes, that's one of the places that I saw it, and I think it's like any overview of what we're doing, it's a model that you can find in lots of places. I examined if you could sensibly explain what Erickson was doing using it, then could you sensibly explain what Richard Bandler was doing through the transcripts of his work that I had available at the time. Once I could see that it seemed to fit as an explanation of how a number of people did things, I thought it was a useful model to share. Steve Andreas has often said that people who use NLP tend to have an over-arching model to make sense of what they are doing, rather than a random series of tools in the toolkit. That's what RESOLVE, and models like it, do.'

I suggested that a framework would help people to be effective even without understanding the theory behind it. 'That's particularly an issue when I'm working in countries where there may not be any local community of NLP. In the area around Chechnya, psychologists are trained with a translation of a similar book of mine, and they do a course in using NLP with trauma, based on my work. They haven't got enough time to formally understand NLP like an NLP Practitioner. So what they need is an overview. If you stick to the sequence, then you can at least simulate the kind of stuff that a skilled expert would be doing right at the start. Then you just get better at doing that.'

Anyone who reads Richard's more academic work will see that it is littered with references to other research. It is clear that this is an area of great interest for him and one that he understands. 'The research on the brain in the last ten years is astounding. We are beginning to have the evidence stacking up for

almost everything that Bandler and Grindler were doing 40 years ago.'

Having a background in research, I suggest, means that Richard understands the process and therefore is able to deal with some of the issues of the scientific community with what we are doing, in a way that they understand. 'With both NLP and Chi Kung it is the same thing. We get some extraordinary results, and we're in that situation that

science is often in. We know it works in practice but does it work in theory? We need systematic theory to be able to explain it in such a way that more people will be willing to trust that the evidence that we have from working with people is actually for real.'

To that end, Richard is getting involved in groundbreaking research. 'I have been talking to doctors, here in New Zealand, about running people through some NLP processes with brain scanning while they're doing it, so we can see live what actually goes on when, for example, you do a kind of parts integration in NLP terms or when you do a trauma cure. It will be fantastic to have that information and I think we can get that within the next year.'

## “NLP is being used in two key ways in disaster response”

The Research and Recognition Project in the US, set up by Frank Bourke is working in researching PTSD. It must be a project that Richard can relate to. 'We're sending them data when we can. I don't know how useful that is, it's kind of anecdotal back-up stuff, and yes, I was involved a little in the writing of a book on research which is coming out later this year. They are doing a marvellous job. The challenge that they have, even from mainstream psychology in the universities there, is extraordinary.'

Despite coming from what he acknowledges is a small country, Richard is playing on the world stage. I wondered what helped him to make that transition. 'There was a combination of things. As well as running NLP training for individuals, I train people as trainers of communication and conflict resolution and I wanted to train that round the world. I wanted NLP and the models that I am teaching to have a significant influence on what's happening in the world. For example, I train people in China who are working at the University in Beijing where they train the future leaders of China. I think there is a kind of thinking that we need to do in order to make a significant shift in the direction that humanity is going. I think there are some pretty good signs that humanity could well survive, I didn't think that 20 years ago. I think that NLP has an enormously important contribution to make to that, just the clarity and simplicity of what NLP is saying. I want to be in Middle East next year. I had stuff translated on both sides of the Palestinian/Israeli conflict. I think we have a lot to contribute to those sorts of situations.'

I ask if that is how Richard would like to be remembered. His answer tells me so much about his values, his approach to life and to making a difference. 'I'd rather not be remembered actually. I find it really exciting to imagine myself being part of something so big and with so many people enthusiastic about it that they don't even remember each of us in particular, because it just seems like the time when war came to an end and human beings took charge of their future. The true joy is not in focusing on each of our individual selves and our individual path, it's in feeling that we're part of something extraordinary and that's a very nice, secular spiritual description of what I want to do with my life.' ■



# Engaging with

NLP has had an uneasy relationship with academia in general and science in particular. A recent academic paper seeking to debunk what seems to have been a non-mainstream theory has raised again the question of engaging with research. *Andy Coote* talked to three trainers and thinkers in the NLP community about this important topic for a two part debate. Part two will appear in the Spring issue.



In a July article in the journal *Plos One*, Richard Wiseman and others explore the hypothesis that NLP practitioners claim that eye movements are an indicator of lying and find against such a claim. Some have interpreted the study as generalising that outcome to dismiss NLP entirely, though this is by no means clear. A number of articles have appeared commenting on this research and there are numerous comments on the article site itself. Andy Smith of Coaching Leaders wrote a blog 'Another "NLP Claim" debunked – but was anyone claiming it?' Links to the original study and the blog are provided and readers can explore those claims and responses.

Could NLP be vulnerable to research-based work that seeks to debunk other, more central, beliefs that the NLP Community uses in its day to day work? Could NLP find itself defending against perceptions created by generalisations from such research? Whatever the facts, perception is very powerful.

In the first part of this debate we explore if this matters and, if it does, what the NLP community should be doing about it in order to protect against a potential attack. The second article looks at how we might use and communicate research more effectively.

Does all this matter? Suzanne Henwood is very clear, 'I think my gut response is, yes it does matter, because it discredits NLP unfairly. I am first and foremost an academic and a researcher and so I immediately start to ask critical-type questions around rigour and bias and validity of studies and I would be very interested to look at these studies that come out, so-called, proving something doesn't work, and asking right from the very beginning of the study design, was there any bias in the way the research question was being asked. That would follow through into the paradigm being used and the methods used to explore the question. I suspect, that like all research, there will be areas where you say, "Ah, well potentially if they had done this instead of that, they might have got a different result."'

Joe Cheal questions how much it matters. 'It has been published so it will be considered research and will be referenced in the future. However, on a day to day level, I've not had anybody comment on it apart from my mum, who was going to send me a copy of the article, because she knows I'm interested in NLP. So I actually think that one-off won't make a bit of difference whatsoever to the general public. For other audiences, creating a more reliable perception may be more important.'

So what are the options for the NLP community? If we really chunk it up, there seem to be three basic choices. Those choices are: stay the same; move away from any involvement whatsoever with the scientific community and be very clear in all of the caveats that we place on this, that this is not scientific, this is about

## “A recent academic paper seeking to debunk what seems to have been a non-mainstream theory has raised again the question of engaging with research”

personal development. Or we engage more fully and put a discipline together which is based on acceptable standards of academic development and professional development.

All of our participants felt a need to engage with an evidence-based approach. As Andy Smith puts it, 'I like the third alternative. I would have thought it was possible, in principle, to design experiments which took every single kind of component for what's claimed for NLP techniques, and not necessarily the techniques themselves, because some of them are actually quite complicated in terms of therapeutic interventions, so there would be too many variables to really test properly. But the ideas on which they're based, like sub-modalities, for example, I would have thought it would be fairly possible to come up with experiments or studies which would be designed to refute that if they're not true. Then if they do survive that then we can take them as being true.' Or as Richard Bolstad puts it (see page 20), 'How do we show that which works in practice, also works in theory.'

Suzanne Henwood thinks there may be an option that combines two of those at least. 'Judith Delozier came in to meet us at an early Research Conference meeting and she said 'I'm a searcher not a researcher'. I think the combination we could pursue is that for some people with that interest, that passion, we can pursue the research element, but for others, they will go on pushing NLP, evolving it, in the way they do now, and they don't need to change. I think over time what they might find is that the work the researchers are doing will give them greater credibility.'

Whilst for the general public who are simply looking for a solution to a problem or a way to achieve goals, research may not be a great benefit, there are NLP Professionals, like Cheal, who feel that research helps them. 'I don't like talking about stuff, when I find out later it actually doesn't stack up. Then I either drop it or explain it, for example "this is a simplification here, this is not the truth, not factual, not really a perfect model, it's just a way of looking at things". That's my way of making it congruent. There are other things I think do stack up and they are good. There are some people who have a vehement hatred of Dilts' Logical Levels. For me, it's a model that I teach as a metaphor.'



→ In some markets, an evidence base is vital to access. Suzanne Henwood tells me, 'If you look at the health field, there is no way the NHS is going to commission NLP interventions unless there is an evidence base for it. We ought to care because otherwise NLP is always going to be usurped by CBT (cognitive behavioural therapy) and other techniques that have gone down the research line, but I don't think it is a case that everybody has to do it. I would like to see more partnerships between the searchers and the people playing with it, and the people like me that are more academic, bringing them together and providing partnerships to test out what they're searching and just to give that little bit of depth and critique and credibility so that it can go even further.' There are other markets – government, some bigger businesses and, of course, academia – where a similar approach is likely to be expected.

The sheer eclectic nature and range of the techniques that make up what each of us knows as NLP, makes it vulnerable in this context. Andy Smith notes, for example, 'it is very easy for somebody to do a study discrediting some bit of it, and eye movements are obviously the favourite target.' The risk is that a number of such studies might tend to conflate to suggest that NLP, rather than the technique, is being attacked.

Each person's idea of what is NLP may be different anyway. Andy Smith, again, 'Well, I think there are people in NLP, or who would identify themselves as being part of the NLP community, who are offering magical thinking. Others use social persuasion to believe dodgy stuff. People bring into NLP whatever they have with them already, or they come to believe, or teach it on their courses and write it in their articles, and people think that's NLP when it actually isn't. You could retreat to the idea that NLP is actually modelling and everything else is just techniques that have been discovered by modelling. Then how do you decide which techniques actually work and which ones are superseded?'

Joe Cheal considers the way NLP approaches academia and wonders if we should retain or change it. 'We don't want to play anyone else's game, we just invent our own. Maybe that's the joy of it. That's why NLP doesn't fit in, in an academic sense, it's because it hasn't played the academic game, it hasn't used the traditional academic research procedures or methodologies.'

The attitude in NLP is changing, he suggests, 'I think there are so many more people now within the NLP community who are wanting to communicate with each other, who are community-minded, who are fair-minded, Michael Hall and Shelle Rose Charvet, for example, trying to bring it together with projects like the 'Innovations' Book. I felt that the most recent Research Conference also contributed to that feeling, with the likes of John Seymour there, chatting with James Lawley, I was in part of that as well. You've got other people coming into that. The most recent couple of NLP London conferences as well, have felt much more together.'

Suzanne Henwood is also seeing movement in the

## “ Could NLP find itself defending against perceptions created by generalisations from such research? ”

community, 'If you just look back a very short period of time, and I'm thinking maybe even as short as five years, we already see a huge difference. There is a whole community of research conversations going on now that was not happening just a few years ago. I think there is almost a paradigm shift within the profession and I think that's a really good sign that it is beginning to emerge on a different level.'

It is clear we have begun to engage in research. There is also, in this small sample, a strong desire to continue down that route.

In the next issue, this debate will continue by looking at the options for where we might research, at the issues around funding, at critical assessment of research results and at how we structure ourselves to communicate and act upon the results of research. ■



### Links:

Plos One, 'The eyes don't have it': [www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0040259](http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0040259).

Coaching Leaders, 'Another "NLP claim" debunked – but was anyone claiming it?'

<http://coachingleaders.emotional-climate.com/another-nlp-claim-debunked-but-was-anyone-claiming-it>.

### Participants:

Suzanne Henwood

Andy Smith

Joe Cheal

# ANLP News



## Building RAPPORT

**Market forces are driving us to look differently at the way in which *Rapport* magazine is produced and distributed.**

In general, magazine publishers are finding that advertising revenues are down whilst printing and postage costs are rising. Additionally the growing trend for e-readers is creating a marked increase in the number of requests we receive for subscriptions to be delivered via Kindle, iPad and other digital formats. And we haven't even mentioned the requests we receive to publish the magazine in different languages for our International

Members.

On the other hand, there are still members who prefer to read the 'hard' copy of *Rapport* and indeed, the ANLP team are yet to be completely seduced by the exotic call of the e-reader.

So, with this in mind, we carried out a simple survey at the NLP Conference to see how we could meet the needs described above, whilst continuing to deliver a high quality NLP Magazine at a reasonable price. The results came out split fairly evenly between retaining *Rapport* as a paper copy (with a significant increase in subscription fees) and moving to a PDF only version (retaining subscription fees as

they are now).

Eager to extract ourselves from this double bind situation, we focused on the positive intentions and outcomes, mixed in a little creativity and came up with a solution which not only meets but exceeds what we originally set out to do.

This edition of *Rapport* magazine will be the last in its current format and, from 1 January 2013, you will receive *Rapport* magazine six times per year. These will take the form of six 48-page PDF issues which are accessible across a number of different electronic platforms, meeting the needs of our technology loving subscribers. This format will also make translation into

other languages relatively simple as long as we can find some great interpreters.

Additionally, at the end of the year, everyone who currently subscribes to receiving a paper copy will receive an annual printed edition of *Rapport* which will contain all of the content from the year's six electronic editions. So for those of you who like to have the 'hard' copy, you'll now get it in one bumper edition which will be easier to file and refer to for future reference.

The content of *Rapport* will remain largely unchanged, even though we are reducing the pages per issue. For example, we will no longer need to include pages for diary entries or practice groups, because we will be able to link directly to the web pages from *Rapport*. The advertising pages will be reduced so the magazine is content rich. Other less well received articles such as the celebrity feature will be dropped, giving us the opportunity to focus on relevant and informative NLP and coaching articles.

This exciting new chapter in the history of *Rapport* will allow us to build on its success to date and provide a solid platform to support it through the next stage of growth. We're currently working on the publication schedules for the new look *Rapport* and the first new PDF issue will be published on 28 February 2013. We will keep you up to date with progress via the ANLP website and our fortnightly newsletters.

## Introductory Membership

**In *Rapport* Issue 27 (Spring 2012) we announced the launch of Introductory Membership for students of NLP.**

This level of membership can only be purchased by ANLP Trainer Members for just £10+VAT, with students of Accredited Trainer Members receiving it free of charge when their Accredited Certificates/Seals are purchased. In the ten months since its launch, we can already see that this level of membership is steadily gaining in popularity. Enquiries come from not only NLP Trainers, but also potential students asking if their chosen trainer provides it!

ANLP Trainer Member, Colette White of Infinite Excellence has used the Introductory Membership Scheme to give her courses a competitive edge.

Collette tells us 'As an NLP trainer, the Introductory Membership scheme, allows me to offer added value to my courses, as well as provide a mechanism for on-going student support. ANLP membership can offer advice and business discounts as well as additional networking opportunities beyond the training room.'

If you're an ANLP Trainer Member and would like to learn how Introductory Membership can give your next training programme the marketing edge, further information can be found at [www.anlp.org/anlp-introductory-memberships](http://www.anlp.org/anlp-introductory-memberships).

## Happy New Year to Members

**Good news – there will be no price increase in membership fees for 2013, which means they have been**

**held at the same rate for a third year running.**

ANLP annual Professional membership fees, at £105 plus VAT, are excellent value compared with other professional bodies, which averaged £121 for one year's membership in 2011 (based on national research by PARN).

**WANTED – *Rapport* Advertising Executive**  
**We are currently seeking to appoint an Advertising Executive to sell advertising packages to build 'Rapport' and nurture the ANLP Brand.**

This role would ideally suit a Freelance Sales Professional with an understanding of NLP and/or Magazine Publishing. Commitment will be approximately 12–16 days per annum and can be managed to fit around *Rapport* Publishing Deadlines

(bi-monthly) and your own work commitments. For more information please email [rapport@anlp.org](mailto:rapport@anlp.org).

## And the Kindle Winner is...

**At the NLP Conference in November, we held a prize draw to win a Kindle Fire HD.**

We're pleased to announce that the winner drawn out of the hat was **Yvonne Cassidy**.

Congratulations Yvonne, the ANLP team hope that you are enjoying your Kindle now that the cold, dark winter nights are upon us!

Thank you to everyone who entered the prize draw. Those of you who took the opportunity to request further information on ANLP Membership and Services will have heard from us by now.

# RAPPORT

The Magazine for NLP Professionals



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