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## RAPPORT

The Magazine for  
NLP Professionals

Issue 39

[www.rapportmag.com](http://www.rapportmag.com)

# Rasheed Ogunlaru

Becoming who you are as a practitioner

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The Magazine for  
NLP Professionals

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# Becoming an Indie Author

By Caitlin Collins



In recent months my normally peaceful house has been a hotbed of industry echoing to the sound of computer keyboards tapping late into the night as two of its inhabitants have been writing and publishing books. What follows is an account of why we chose the self-publishing option and what we learned along the way.

Writing a book and getting it published, whether taking the conventional route or the indie option, is not for the faint-hearted. You need passion to fuel the perseverance and self-discipline required. Your personal and professional motivations, such as the personal wish to share what you have to offer and the professional wish to boost your business, can be combined with your enthusiasm for your subject to give you the energy to see the project through. My fellow writer Venetia Moore, author of *Surviving Baby Colic: Support for You and Your Crying Baby*, explains: 'I was passionate about my subject. My personal experience of the profound challenges of having two babies with colic led me on a vocational journey that would enable me to help other parents. Now the book is giving me the opportunity to reach more people, which is a win-win as I can help more people and also generate more business.'

Looking into ways to publish my own book, *Heart to Heart with Your Horse: the Horse-Lover's Guide to Self-Coaching*, I consulted some writer friends who had gone the conventional route. They had all run into problems with their publishers, including loss of control of the final stages, resulting in editing errors, dreadful design and awful covers; plus restrictive contracts, pitiful royalties and, in one instance, difficulty extracting any money at all from the publisher despite respectable sales. They also complained of the lack of support: publishers no longer assign you an editor to encourage you along the arduous climb of the writing journey, but leave

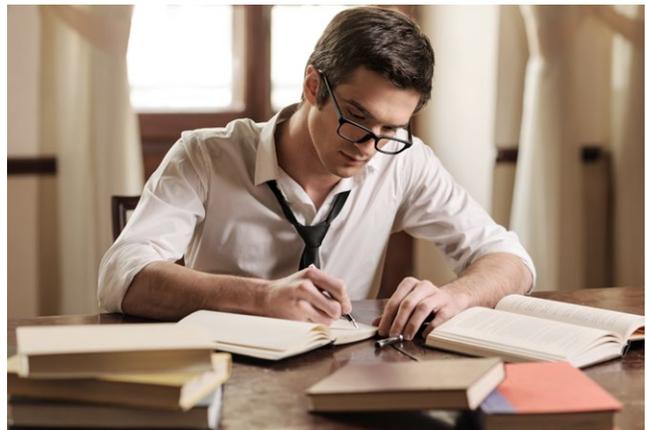
you to scramble along by yourself; and, according to one friend, author of a dozen books, they can no longer be relied upon to market your book – that's left to you too!

So, with all of this in mind, I decided to explore the brave new world of indie publishing.

Self-publishing in the past usually meant vanity publishing: an author paid a vanity publisher to design and print the book, resulting in boxes of books occupying the author's spare bedroom for years to come. Then along came the technology of print-on-demand, or POD, meaning that you no longer had to print hundreds or thousands of copies up front, but could produce individual copies in response to orders – and spare rooms were liberated all over the land. Although the early POD books looked a bit DIY, and had a tendency to disintegrate if anyone actually tried to read them, the quality has improved so that they are now indistinguishable from 'normal' books. The advantages of POD are considerable, including no upfront printing costs, no storage requirements, no limited print-runs resulting in your book going out of print, and a vastly more eco-friendly method of book production. (Entirely electronic books such as Kindle are of course even more eco-friendly.)

Having looked at several POD self-publishing options I found on the internet, I chose Amazon's independent publishing service, Create Space.

“ Writing a book and getting it published is not for the faint-hearted ”



This entailed a slight ethical dilemma, in that I'm concerned about the huge effect Amazon has on the book selling industry, but I was won over by the package that Create Space offers authors. There's no charge to produce your book (Amazon makes its money from the sales), and you have complete control of everything, including setting the price. The price you set determines how much you receive per book sold – on a £10 book you get around £4, which is more than most publishers' royalties would be. Amazon makes you a beautiful 'shop window' author page and promotes and distributes your book for you. You've nothing else to do but enjoy the monthly deposits arriving in your bank account.

So what's the catch? Well, there are two catches. The first is how hard it is to write a book; the second is how hard it is to promote it once you've written it. Amazon can help you a bit with both of these: you can pay for their editing, proofreading, design and technical support; they also do some free promotion for you. But still the actual writing remains for you to do (unless of course you hire a ghost-writer, and even then you'll have to give them the material), and you'll need to do a lot of your own marketing if you want to sell more than a handful of books to your friends and family.

The colossal amount of work and the specific skills required in writing a book are likely to come as a surprise to anyone who isn't already an experienced writer. It's not enough to know your subject, and even to be able to talk about it – you have to know how to structure a large amount of material and present it clearly in well-written English. Perhaps most importantly, you need to know when you need help with copy-editing, proof-reading, and design – or even a complete coaching package offered by services such as the Book Midwife or the Write Factor. And if you think you can muddle through on your own, think again: your book is representing you, and your credibility will plummet if it's sloppily written, inadequately edited, or poorly designed.

Also surprising to new writers is the fact that completing the manuscript is just a beginning. Your book will need a support structure including a website, Facebook, Twitter, reviews, articles for magazines, book-signings, YouTube videos, trade fairs – and whatever else you can think of.

When I asked Venetia what she had learned on her book-birthing journey with *Surviving Baby Colic*, she had to think about it for a while.

'This was new territory for me. I knew I needed help with the entire process of producing a book. My first editor was encouraging me to find a publisher, but I was drawn to the indie publishing option because I liked the sense of freedom and of being in control of my project. I needed a team to help me with organising my ideas, copy-editing,

## “The colossal amount of work and the specific skills required are a surprise”

proofing, design, and the technical requirements of producing the print-ready PDF files and creating the website. As a self-employed person I'm used to doing everything myself, so I enjoyed the new experience of having like-minded people alongside me, helping me to get the book out. It was really important to find the right people, and also to know when to assert control and when to let go and accept someone else's advice. I learned a lot of practical skills: researching, collating information, structuring it into book form and presenting it in written English, then designing the appearance of the text and the cover. I learned about details such as registering an ISBN number. I learned about creating a website, working with social media, and marketing. At times the decision-making was almost over-whelming. I saw it as riding a creative wave; sometimes I had to allow a period of uncertainty and be prepared for something to come up and perhaps take me in an unexpected direction. This happened with the title, and also with choosing the cover image.

'It's like running a marathon; you need endurance. You bring in the coaches and the support you need, but it's you who has to run the race. There were highlights – pressing the button marked "Publish" that uploads the files onto Create Space, receiving the first author copies, the first sales, and the first reviews. If I were doing it again, I'd make sure I had clear agreements with the people I was working with to avoid problems with differing understandings and expectations; I'd be more businesslike about it, especially with friends and family.'

For myself, *Heart to Heart with Your Horse*, its accompanying website and the related articles I've had published in trade magazines, both print and web-based, have generated encouraging feedback from people telling me they've been helped by something I've said; they have also brought me more paid work. So the book is meeting my personal and professional goals of reaching more people and boosting my business. Plus there's been an unexpected bonus: it has opened a sluice gate to release more ideas so I now have several more books on the way, including some fiction, which is a new and exciting area for me.

So now here's a question for you. What would publishing a book do for you? What personal and professional goals might it fulfil? If this time next year you were the author of your own indie book, what differences might that make to your life?

Let's give the last word to Venetia: 'If I were to advise anyone else who is thinking about bringing out an indie book, I'd say, "Do it! Stay with your passion and with your reasons for doing it, allow others to help you, and enjoy the process!"' ■

# Derek Jackson

## Making Clocks and People work Better

Derek Jackson, with Fran Burgess, set up and, until 2012, ran the Northern School of NLP, bringing world renowned NLP and Hypnosis trainers to the north-west of England and was part of the founding team for The Professional Guild of NLP. In this interview, *Andy Cooté* set out to learn more about the former clockmaker who still wants to know how things work and what makes people tick.

**A**fter leaving school, Derek worked for a pharmaceutical company in London for a while, setting off with a friend to travel, funded initially by a bonus for guarding a factory following a fire. 'On the strength of that bonus we thought right, we're off to travel the world, and so with £30 each we set off. We travelled and worked across Europe and North Africa, spent time in Greece and on Crete, with the wonderful people there. I came back to the UK in my mid-20s.'

On his return, Derek took what jobs he could find, 'I reinvented myself as a painter and decorator, working on "the lump" in Germany and in Leeds. When my daughter was born I decided it was time to settle down and needed to get a trade so I studied to be a clockmaker. I became interested in antique clocks and watches and I arranged a job at a museum where the Government paid my wages. I was hired to repair their clock collection and then to work with long-term unemployed people who were on a community program. We were looking at the exhibits in the museum and I found that I spent more time talking with them and becoming fascinated with what life was like for them. I found that intriguing.'

In 1980, a friend asked Derek if he'd go and help him for a couple of weeks. 'I supervised youngsters who were doing up old ladies' gardens and painting their houses. I was fascinated by that and did more of it until I was asked to be a life and social skills tutor. I got to know the people at the Manpower Services Commission (MSC) and they sponsored me. I'd built a computer and so I applied to be the manager of a high technology training centre and, for goodness knows what reason, I got that job. I was all self-taught in that area. But I ran a really successful workshop for young people who were learning about computers and electronics.'

As part of the MSC work, in around 1986, Derek was given training in counselling. 'It was very experimental. Two or three of us had got hold of books on NLP so the trainer said, "why don't you look at those and tell me what they're about and that'll be part of your course". We worked through *Frogs into Princes*, *Reframing* and those very early NLP books. That was my

“I decided it was time to settle down and so I studied to be a clockmaker”

first exposure to NLP. I didn't know that there were courses in it or anything, it was just something interesting to do.'

In 1988, Wyatt Woodsmall was doing a weekend in London on *Replicating Genius* and the company Derek was working with sponsored him to go on that to bring skills back. 'On that course I met Willie Monteiro and Eric Robbie who happened to be running a practitioner course in York so I signed up to that. I went through the Practitioner, Master Practitioner and started working more with Willie, Reg Connolly and one or two other folk. I started working alongside Willie as he ran the practitioner courses and essentially did an apprenticeship "train the trainer" with Willie. So I became a trainer of NLP and, around 1990, formed a company with them that delivered NLP training.'

Derek joined the committee of the Association for NLP, rising in time to Vice Chair (and later served as Chairman). It was at an ANLP Conference in 1993 that Derek first met Fran Burgess. 'We got on rather well and we've been together ever since. I'm a diving instructor and after I taught her to dive she decided that she could trust herself to marry me. We married in Reno in 1998.'

The Northern School of NLP was formed soon after Derek and Fran were married. 'We'd run one or two NLP courses together and we were both working as consultants in industry. Fran wanted to put her total focus and attention onto NLP so I continued doing consulting, training trainers and assessing NVQs while she set up the Northern School. We took over the local railway station which became our training centre. We liked all the metaphors about travelling that came with that. It was after 3 or 4 years that I began to spend more of my time working there and less living out of a suitcase.'

One of the hallmarks of the Northern School was that they worked with many of the big names in NLP internationally. 'We wanted to be able to provide somewhere in the north of the country that got really good trainers because they only seemed



to go to London. Fran was running practitioner courses and I was assisting and we wanted to run a Master Practitioner. We wanted it to be different and to focus on modelling. I'd been on a training course with David Gordon and Graham Dawes, so Fran wrote to David and asked if he would come and train on our course. He wrote back with a lot of reasons why he couldn't and she wrote back and asked if that was a no. He replied, "well, I don't know!" So that's how David came to us.'

Derek and Fran used personal recommendations to find trainers. 'We got in touch with Steve Gilligan and Bill O'Hanlon. We already knew Penny (Tompkins) and James (Lawley) and really respected their work so we invited them up. I'd done my Master Practitioner with John McWhirter and Christina Hall and I admired John's work, so we brought him in. We brought in people who we knew were more interested in developing NLP and their understanding of how people structure their lives rather than people who wanted to teach techniques. It was very much about this process of modelling.'

It was also very much about choice in modelling approaches. 'We noticed that whenever somebody came to do modelling their way of modelling was THE way. We really liked the fact that people could have choices and could benefit from a whole

range of different approaches to modelling. Fran was interested in modelling the modellers and that has led – eventually – to the book she has just published.'(\*1)

Derek tells me that the students were the important element of the Northern School approach. 'I'm just incredibly proud of the people that came and learned at the Northern School and have gone on to do the fantastic things that they do. They're applying NLP in ways that make real differences for them and the work that they do, which is brilliant. It's a really practical contributory thing and from my clock making days, that's what I'm interested in. It's all well and good looking at it, but how do you get it to work? I think NLP is compiling a coding device and a toolkit through which people can apply that in their own lives to have greater choice and to enjoy life more, with more choices. It's less to do with the "I can do anything" approach and more to do with "isn't this fun?"'

Derek brings life experience to bear on his approach to NLP. 'From my perspective, I have been able to encode those things using NLP. As far as I'm concerned all of that is my NLP. I don't do NLP, I do Derek. One of my patterns that is infuriating for some, is that my convincer is experience. So if, for instance, someone says, "this computer's not working" I will go and test it. I won't



→ just accept that they say it's not working. I have to see it not working.'

In 2003, Derek was amongst a group of trainers who came together to form the Professional Guild for NLP (PGNLP).<sup>(\*)2</sup> 'What unified us was the fact that we all believed that NLP took at least 20 days and 120 contact hours to train. We created a core curriculum and, because I'd been working in evaluating training organisations, I introduced a code of practice which was based on standards that organisations generally adopted as being good practice – how people were assessed, what records were kept and how the organisation managed itself. What we wanted was flexibility so everybody could be diverse. You'd get a central core and then each organisation expressed what it wanted. For example, Pegasus training used the outdoors as the metaphor for learning and, as I'm a diving instructor, we'd take people diving in the local pool. It was not regulatory, the last thing we wanted it to be was regulatory in any way.'

The Professional Guild also created membership for individuals who had undergone PGNLP training so that they might differentiate themselves in the market place. Some of the original group are still members. 'There are fewer and fewer 120 hour courses and as such there are fewer organisational members of the Guild, but I'm happy that it has a life and performs a function and when it doesn't, it won't.'

At the 2012 NLP Conference in London, L. Michael Hall and Frank Pucelik called a meeting of what they termed the Leadership Group of NLP. Derek and Fran attended on behalf of PGNLP and they also attended the follow up meeting in 2013. 'As a facilitatory group it is excellent. It began with trying to bring a really disparate group together and just break down walls. I think it is brilliant for that.'

Out of the Leadership Group discussions, a dialogue began between Derek for PGNLP and Karen Moxom of ANLP around ethics and NLP. 'Over the past year or so I've got to know Karen more and Karen's got to know us more. I think ethics is something that, as member organisations, is really important to us. It's in all of our interests that our members are viewed as professional and ethical. It is one area where it would be difficult to find someone who disagrees. There remain differences and let's value that differentiation but let's agree on what we have in common. This is a good place to start.'

The Northern School closed its doors in October 2012. Although the word retirement has been used, I suggested to Derek that it seems to be quite a working retirement, especially for Fran. 'Yes. In some ways I've been blessed with the working life that I've had, that it's never seemed like work. The notion of retirement was about having more time to think about nothing, which is a very male thing, but it was never to sit on a beach and do nothing. We're both very active and retirement is about being able to do things without the pressure of needing to earn



a crust. It's simply a stage of life where we're able to draw on what we've built up.'

Derek talks about a life of balance and established routine that works well for both of them. 'We have a motorhome for our travels and we enjoy that. Something that Fran and I have always marvelled at as we work together is that we do actually work. We go to different places – we used to have different buildings – we do our thing separately and then we come back together, just as if we've come home from work. Fran has a fantastic amount of energy and output. She is and has been very driven. Her new book is something that she's been entirely focused on and in a demon state for a long time. I don't want to get in the way of that. It's easier to dance with it than not.'

How does Derek view NLP now, having spent much of his lifetime working with it? 'I think one of the things that drew me to NLP in the first instance was this endeavour to seek for patterns within patterns and model them. I think there is plenty of distance for it to travel. It has been down one or two byways and, whilst there is some incredibly good work in the therapeutic context, it would be wrong to restrict it to therapy. I think that general life is an area of application. Personally I don't care whether it's called NLP or not. What I care about is that people understand that life might be complex but not complicated; that there are simpler structures and that if they could understand those, they'd find the navigation of their whole life easier. People don't need to live with so much pain.' ■

## References

(\*)1 [www.nlpand.co.uk](http://www.nlpand.co.uk).

(\*)2 [www.professionalguildofnlp.com](http://www.professionalguildofnlp.com).

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## The NLP Conference

### 21st - 23rd November 2014

Remember all ANLP Members get 10 per cent discount on full price tickets for the NLP Conference...and this year there is even more reason to attend. ANLP are hosting an NLP Research Stream on Saturday 22nd November.

The NLP conference is an annual event held in London every November. It brings together some of the foremost NLP Trainers in the world to share recent innovations and developments in the field. It is an outstanding opportunity to meet and network with like minded people who are using NLP to make a difference to people's lives in areas as diverse as education, health, business and coaching.

Marvin Oka will be running a full day workshop on Friday 21st November on Multiple Brain Integration Techniques.

Book your place now by calling the NLP Conference organisers on 01267 211880 ■

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# Becoming who you are as a practitioner

## Introduction...the path ahead

In this new series of articles for *Rapport*, leading life coach, speaker and business coach *Rasheed Ogunlaru* invites you to find your unique, authentic path and 'Become Who You Are' as a practitioner. Through the series Rasheed will help you to develop the mindset, map, skillset, team, toolkit, marketing, customers, cash consciousness, champions – and management mindfulness you need to start or develop your practice in a way that is true to you. In this first introductory piece Rasheed lifts the lid on the challenges and walks us through the path ahead.



Rasheed Ogunlaru

### The challenge

I have a saying that appears as a footnote of every email I send 'Sooner or later you'll hear what your heart has always been telling you; you stop trying to be who you think you should be – become who you are'. It's relevant in our day to day lives as we find our authentic selves – you know that all too well as an NLP practitioner, trainer, therapist or coach as you see this in your clients ...to a large extent it's why they come to you. But that challenge often becomes pronounced when you start up your business. How do you remain authentic to yourself and fulfil your possibilities in business in a way that is true to you?

For many people who are helpers, hearers, trainers and teachers, business and money making is something that we may feel that we're either not good at, that is foreign to us, or we're afraid of,

“ Stop trying to be who you think you should be – become who you are ”

or that we have an adverse reaction to. So that in itself may be one of the first things that we need to reframe...and we begin our journey with mindset, motivation and mission. Take a moment to read through where our journey will take us and identify precisely where it is that you need to focus. If something especially seems to stick out, catch your eye – or even jar with you – the chances are that's where it's worth you taking a closer look.

I look forward to beginning the journey with you soon as we start with mind-set, motivation and mission. ■





### 1 Mindset, motivation and mission

Once you have a good level of skills, training and qualification in almost any field then it is mindset, self-belief, confidence, imagination, vision and resilience that separate those who'll find a way to succeed from those who will find the door to leave. You know this already. You help people to overcome limiting beliefs, block and fears everyday but have you applied your skills, knowledge insight and approach to yourself. What's the mindset that you will need to succeed in business? Why are you on this path? What are your unique motivations? What is your own highest possibility as a practitioner/coach? How do you feel about running an NLP/coaching business? What does the word business mean to you? We will look at these things closely in this article so that your own personal purpose and your professional practice and path are aligned.



### 2 Skillset and stocktake

Whatever it is that you're looking to achieve – be it completing your training in a few months and opening your practice by the end of the year, or bringing on new staff, clients, services, products and opportunities after several years – you need to take stock of where you are. During this article you'll explore not only the NLP related skills that you may need but also the business related skills that you will need to run an effective practice. Again, it's not the ability to be able to work with clients that is the biggest hurdle for most people who set up as their own boss and in business. It is the lack of business, marketing, finance and operational skills. Some of these skills you will have and some you won't. You do not need to do this all yourself and we'll explore what feels right for you.



### 3 Map and terrain

What's going on in your field, industry, sector and environment? How might this affect you and your practice? When you're running any kind of business it's very easy to get caught up in what you're doing and forget the word outside. If you don't look outside and respond you may have no business in a few months. To survive and succeed in any journey we need to scope the terrain that we're in and to find or develop a map to help us move forward. Whether you're working with members of the public, professionals, commercial companies, charities, entrepreneurs or others, it's really important that you consider what's going on in that world. Social, political, economic, technical and other changes may be going on and you need to be mindful of this so you can stay alert.



### 4 The team

Perhaps the biggest challenge or starting any business and in being your own boss is the issue around limited resources and finding the right people to help you. Where are you at right now? Where are the gaps in your knowledge? Are you trying to do everything alone from booking appointments to filing tax returns? Are you out and about networking? Are you working by yourself or do you have associates, staff or business partners. As you start and grow your business you'll have to develop some sort of team if you wish to survive and thrive. There are many options for hiring freelance support. It may be you have an accountant, lawyer and access other expertise as needs be. Or it may be the case you're at the stage where you need or seek to work more closely with others bringing staff on board. What's key here is not just getting the type of support right but also ensuring your values, expectations and goals are aligned.





### 5 Toolkit and technology

This article will differ from the earlier one looking at your skills and stocktake, though they are related. In this one we'll look closely at what you actually need to make your practice work on a day-to-day and year-to-year level. Where will you work from? What tools do and should you use to help you? We live in a world in which online and mobile technology has changed the way we do business and live our social lives. This article won't be about giving you top tech advice – you can get that online, in specialist journals and at specific shows. Here, we'll look at what works for you, what might help you and will give you a few prompts on what you might need to find out about. Do you need a contact management system for your contacts now that you've reached a certain size? Could you automate some of your processes? And are there additional tools you need or seek to develop, to help you or your clients?



### 6 Marketplace, marketing, cash and customers

How are you going to find, communicate with and win over the right customers for you? That is the question. It's not so easy to answer. In this article we'll look directly at marketing, selling and engaging with potential customers in a way that is true and authentic to you and that honours them. What ways are you using to market yourself? Are they working? Are you being proactive enough? Do you need help/support in this area? Do you really have enough knowledge or access to your ideal clients? How can you narrow the gap? What means of marketing actually works? We'll also look at the importance of keeping your eye on the money and the financial side of your business and how to bring these things together in a healthy, sustainable way.



### 7 Champions, kindred spirits and competitors

As in sport it's not just about having a good team, it's also about a broader type of support and being mindful of others in your field. And again as with sport, having competitors is not something to fear – it's part of the journey. It may be what brings out the best in you. On the journey of 'becoming who you are' this is about several things: finding those who can perhaps elevate you to next level of who you authentically are and what you can achieve. It is about spotting others – perhaps in your field or related fields with whom there is an affinity and where you may be able to work together or just support each other. It's also about understanding where you sit in your work, what others are doing, what you can learn, what you might apply, what you might do differently, being comfortable being different and being confident and excellent in what you do.



### 8 Management and mindfulness

All the above factors are all well and good but you and your practice will rise or fall based on how you manage all this on a day-to-day basis. When I'm coaching people I notice the gap between what we strategically aspire to and what we do on a day-to-day level. Are you focused? Do you get easily distracted? How do you manage yourself, your work and tasks on a day-to-day level? How can you stay mindful and balance where you are, what you need to address proactively and incoming enquiries, possibilities and challenges. What is the approach and mindfulness that will keep you centred, connected, productive and effective?



Kris Hallbom

# Discovering Your Higher Purpose and Your Passion

By Kris Hallbom

**A**ll living systems have a special purpose in life, whether they are molecules, stars, trees or water. Humans are the only living system that can repeatedly get out of sync with their life's purpose. For example, how many times have you seen a maple tree having an identity crisis because it wished it could be a palm tree? Or have you ever seen a star get angry and cry because it was tired of living in outer space, and wanted to be closer to the earth?

What makes us humans so special is our conscious awareness and our ability to make choices. It's also these same traits that cause us so much grief – because sometimes we make choices that can be out of alignment with our higher purpose. When this happens we tend to get depressed or feel like something is missing.

However, when we are doing something we love, it seems there is no stopping us. How many times have you been engaged in a work activity or hobby that you love, and you totally lose track of time. Typically, when this happens, you are aligning with either your higher purpose or passion in that moment. It is like all the stars in the universe are lined up, and the heavens are singing because you are doing what you love to do.

It is important to remember that everyone has a special purpose, and sometimes your purpose can change throughout your life. Whenever you are out of alignment with your higher purpose or your heart's desire, you will attract experiences representing that disharmony. The reason why this

happens is because some greater part of yourself is trying to regain balance, and help you get on track.

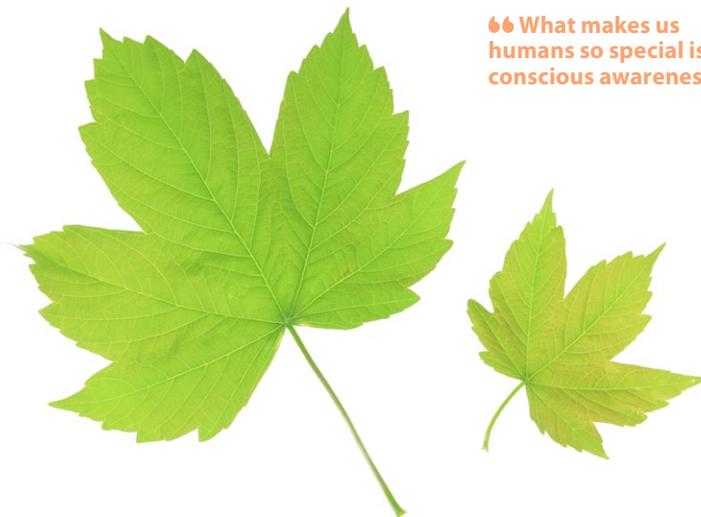
Once you figure out what your higher purpose or calling is in life, then your next job is to figure out how you can give back to others by fulfilling your life's purpose, and utilising your innate talents.

Below are some questions you can ask yourself and your clients that will begin to unlock the mystery of your higher purpose and why you are here on this planet.

- What do you love to do?
- What are your talents?
- What makes you unique, what makes

you stand out apart from other people?

- What type of activities can you do where you find yourself forgetting about the time?
- What were some of your favourite things to do when you were a small child?
- If you didn't have to worry about money and could do whatever you wanted, what exactly would you do?
- What do you dream about doing? What would you like to be doing 5 years from now?
- How can you make a difference in the world, doing what you love to do? ■



“What makes us humans so special is our conscious awareness”

## Suggested reading

- (1) Carol Adrienne, *The Purpose of Your Life*.
- (2) Sonia Choquette, *Your Heart's Desire*.
- (3) Paulo Coelho, *The Alchemist*.

**Kristine Hallbom** is the co-founder of the NLP & Coaching Institute, and has been actively involved in the field of NLP for over 25 years. She has been working as a professional NLP Coach since 1996, and has done thousands of hours of professional coaching with her clients and students throughout her career.



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