

RAPPORT

The Magazine for NLP Professionals

WINTER 2011/2012 / Issue 26

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Innovations in NLP

The story
about the book

Cherie Lunghi

Persevering to make
dreams a reality

New Year's
Resolutions
Make 2012 Golden

Business

Change the words,
change the outcomes

The Language of Research

DEBATE p28

To touch or not to touch...

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INTRODUCING NLP

Outcomes 14: Wu Wei

Take care of your state and let the task take care of itself

By Caitlin Collins

In this series exploring the basic principles and techniques of NLP we have been looking at various ways of establishing goals, overcoming obstacles and achieving outcomes. Having been so busy, let us take a little rest. Let us take a deep breath, relax, sit comfortably, sip a cup of tea, and consider the wisdom of the East: the Taoist concept of *wu wei*, or effortless action.

'Must try harder' was a constant theme throughout my school days, echoed even by the teachers of subjects I was good at. Conditioned as we are by our capitalist work-ethic culture to apply more effort, it is hard to resist authority's imperative that we 'must try harder'. But Taoists, and NLP enthusiasts, may think differently.

Many people are familiar with the following model of four stages of competence.

- 1 Unconscious incompetence: this is blissful ignorance – since I do not know that I do not know, I am not trying at all.
- 2 Conscious incompetence: a rude awakening – now that I have realised how little I know, I must try to improve.
- 3 Conscious competence: careful now – gritting my teeth and holding my breath, I am trying hard to get it right.
- 4 Unconscious competence: easypeasy – I can get on with the job while simultaneously chatting, eating, and checking my emails, with very little effort (or attention) required for the task.

So far so good, but what comes next? What is the next level?

- 5 Excellence: this is blissful presence – I am 'in the zone'; things are just happening, beautifully, as though by themselves; it is an experience of 'flow', a kind of effortless action.

And that Excellence, tea-sippers, is a taste of what the Taoists so succinctly call *wu wei*. While spiritual adepts take it to profound levels of deepening familiarity with the Tao, it can be found to some degree in any instance of mastery. Far from gritting his teeth with effort, a true maestro makes a task look easy.

NLP is founded on modelling people who are exemplars of Excellence, discovering that it requires more than mastery of observable technique, it requires mastery of the inner state of mind. It is as much about being as it is about doing; if we take care of our state, we make



it possible for the task to take care of itself. NLP offers many effective ways of state management; one of my favourites is the classic Circle of Excellence process. Infinitely adaptable, it can be simple or elaborate. Here's a basic version for you to adapt to suit your circumstances.

Circle of Excellence

This process uses the NLP techniques of modelling and anchoring to help you to experience Excellence.

- 1 Think of a specific situation in which you would like to experience Excellence.
- 2 Now imagine a Circle on the floor in front of you. You are going to use it in a moment; for now just let it stay there, waiting for you, glowing gently.
- 3 Think of any occasion in which you have experienced that delightful state of 'flow', of being at ease, 'in the zone'. Maybe something comes to mind at once. If not, relax and let your mind expand as it searches for such an occasion. Allow the experience to come up for you.
- 4 Describe that occasion of Excellence to yourself. Describe how you are experiencing it, especially how you are feeling, as you relive it now.
- 5 Within that delightful state of reliving your occasion of Excellence, step into your Circle. Stay in your Circle,

enjoying the experience of Excellence as intensely as you can. Adjust your physical posture to intensify the experience.

- 6 Now you can strengthen your Circle.
 - If this experience of Excellence had a colour, what would it be? Let your Circle become that colour.
 - Perhaps there is a sound? Let that sound arise in the Circle.
 - If there is someone or something you would like to bring into the Circle to support you, let them be there.
 - Would you like your Circle to have magic walls that would protect you? Let it be so.
 - Is there anything else you would like your Circle to manifest to enhance your experience of Excellence? Let it happen.
- 7 Leaving everything intact in your Circle, step out of it. Change your state by distracting yourself: what did you have for breakfast last Tuesday?
- 8 Now you can prepare yourself to use your Circle in real life.
 - Recall the situation in which you would like to manifest Excellence. Step into your Circle again. Notice how you feel. As you imagine your situation occurring, notice how whatever is happening is flowing easily, delightfully, without effort on your part.
 - Identify something about the future situation that will remind you to use your Circle of Excellence, e.g. something of the same colour as your Circle.
 - Leaving everything in the Circle, step out. Break state by distracting yourself again: was that a rabbit flying past the window?
- 9 Pick up your Circle and pop it in your pocket for future use!

It may sound mad, but it seems that the more we learn to manage our inner state and get out of our own way, the easier it becomes to accomplish our goals. I wonder what my 'try harder' teachers would have said had they known that my ambition was to stop trying altogether! ■

Change the words, change the outcomes

As Head of Procurement and Logistics at Plymouth Hospitals NHS Trust, Andy McMinn and his team manage a spend of some £90 million each year. It is a highly charged environment and there was a time when Andy would have been driven and demanding, using what he describes as 'hard metal-like' language to himself and others. Through NLP he learned that he needed to 'change the words' he uses and that has made a profound difference as he tells Andy Coote for Rapport.



Andy McMinn



Andy McMinn has an engineering background, starting as an apprentice and working overseas for Shell as an Engineering Officer. He has worked in technical roles in engineering, statistical quality control, quality management and, since getting into procurement, areas like lean process and Six Sigma. In his previous roles, this background gave him advantages. 'I was an engineer working in procurement with design engineers and process engineers. Because we are naturally attracted to people who are like ourselves, there was a natural rapport and respect.'

Moving into the NHS, that changed. 'To get natural rapport and respect in the medical sector, I would have to be a doctor. The challenge here is to demonstrate and communicate how our skills and capabilities influence the organisation positively. I didn't recognise that at first and consequently I became massively frustrated. I could see so many opportunities to make a positive difference but couldn't persuade people to try new ways of working.'

Andy's boss at his previous company, Rittal, had invited him to take part in an

“To get natural rapport and respect in the medical sector, I would have to be a doctor”

NLP course to act as a subject with whom course members could practice their skills. 'My brother and I thought it would be a bit of a laugh going down to Cornwall and doing this. We were laughing and joking on the way there and making light of it. The journey back was somewhat different, very quiet. We talked about our experiences and it was very subdued and quiet but it wasn't sadness, it was "God what's just happened to me?"'

Andy took NLP no further then, but in 2007, after talking to his friend, Nik Green, he signed up to a Practitioner course with Martin Crump at Evolution Development. 'I was struggling and frustrated with this direct language, this hard language, this very technical language that I was using and, on the second day of the course, somebody told me about the NLP

Workbook by Joseph O'Connor. I bought it and this quote resonated with me – "any time words alone stop you doing what is important to you, change the words" [Moshe Feldenkrais]. That was when I realised that I was using the wrong words and that I could change the way that I said things. It's something that I've never ever forgotten. In the years that I've been studying NLP, the words and language have changed and the results and outcomes that I get in this sector are extraordinary. The challenge to me now is to get my team to talk in similar language.'

His initial justification for studying NLP was to improve his soft communication skills. 'Every month there would be an article in our trade magazines on soft skills for procurement professionals. Also NLP is used much more in sales, giving them an advantage over me in negotiations. So I thought that I needed to learn the same skills, to make it more of a level playing field.'

Andy found that the initial focus of his NLP work was directed inwards. 'I thought the aim of my studies was about helping me communicate better and more effectively with other people and to teach

me the soft skills. On reflection, it began by helping me to understand my own internal dialogue. In the engineering environment you have to get things done, to hammer things through. So the approach can be almost tool like, hard metal like, solid. I recognised that I needed to take the edges off how I talked to others but I also realised that I needed to soften the way that I spoke to myself because I was being too hard on myself.'

Andy was very aware of who he was as a person at Rittal, where he had a very authoritative and dictatorial approach to the supply base. 'I was the one with all the power and normally suppliers did what I and the company wanted them to do. That was what was seen to drive costs down. I then came into a sector where that kind of thing wouldn't work, and I needed to change my identity. It's not until you reflect in conversations like this that you start to understand the impact on your life of change at such a significant level. Using logical levels I think the change in me at an identity level has rippled throughout everything that I do including my behaviours, the way I communicate with people and the environment I work in. Who I think I am governs everything else about me. It has a multiplier effect and the effect is life changing.'

Identity was an issue at other levels, too. 'When I took over the Department, I think procurement had an identity crisis as well. I've been concentrating for the past three years on building good and strong relationships with people that lead to partnerships, to help people to improve service levels and improve outcomes for patients. People in this organisation respond better when a clinical member of staff says how good procurement is or how helpful we've been. I need to build partnerships because I'm no longer an engineer in an engineering land, I'm an engineer in a clinical land and I haven't got that natural respect and rapport. It's no coincidence to me that over that same period I've gone from teetering at the edge of needing treatment for high blood pressure back to a normal reading, I've lost weight, I'm fitter and calmer generally.'

I was struck by Andy's use of metaphor in a conversation with his Chairman whilst we were together. Metaphor is, he told me, a key element to his improvement in communication. 'That single metaphor meant more to him than any number of technical words I could have chosen. He now knows exactly where we are in terms of delivery for this very important project. What chuffed me was that I chose the right metaphor, one that would resonate with him immediately, without conscious thought. Metaphor and communicating very technical messages is at the heart of my presentation for NLP at Work. Six

“ I could see so many opportunities to make a positive difference but couldn't persuade people to try new ways of working ”

Sigma, for example, is almost as difficult as NLP to explain. I still cannot explain either succinctly. A lot of my learning has been how to communicate in metaphor.'

Metaphor is a key tool to explaining the opportunities that Andy sees in the NHS procurement area. 'The NHS treats all stock alike, a very generic approach that doesn't work. I'm working on simple approaches to explain complicated constructs. Getting clinicians to see the difference between the approximately 80 per cent of lines which can be kept low or ordered as needed and the, probably less than, 20 per cent of lines that are required in stock at all times. I've used a supermarket metaphor about how we manage our kitchens at home. Teabags, an everyday item, we might buy in bulk whilst we might buy the spices and special ingredients we need for a dinner party only when we need them. In the NHS at the moment we tend to buy the 'spices' in bulk and hold stock of them. It's helping to clarify which products you can buy to order and which ones you have to hold in stock and also what the right level of stock should be.'

As well as metaphor, Andy's approach to questioning and listening has changed. 'Asking questions is so powerful because someone has to listen to that question and then has to search within themselves for an answer and then turn it into words. The way that I listen has changed. Sue Knight in one of her books called it 'listening with your whole body' whereas for me a lot of the time when I was listening, I was thinking about what I was going to say next and not really listening. Now, I really give that time to listen and not think about my response

until I've heard what they're saying. It naturally slows the pace down and you get a more productive conversation.'

It is well known that the NHS and NLP have had an uncomfortable relationship. I wondered if that constrained Andy in his ability to talk about it. 'I'm happy to talk about NLP. I have to be wary that I don't become like a preacher. I'm a naturally enthusiastic and passionate person and if I find something brilliant I want to tell everybody about it. NHS and NLP haven't gone well together but that seems to be changing and it has been mentioned far more in this sector in the past 12 months. In order for NLP to get into rapport with the NHS, it needs to get some evidence base and it is beginning to do that. I've been on a leadership course within the NHS recently that had elements of NLP on it and, refreshingly, they were identified as NLP techniques – once they wouldn't have been.'

I did not know Andy before his NLP journey but I have known people in procurement who behave as he says he did in his engineering world. The Andy I met for interview, and the Andy at the NLP at Work event, was calm, at ease and quick to establish rapport with the people he was meeting.

Communication in business is a particular area where the lessons that Andy has learnt could be applied to great benefit. As Andy clearly demonstrates, NLP really can help people in high pressure business roles improve their performance and outcomes at work whilst being grounded, maintaining or improving their health and retaining their humanity. ■



Eye Accessing and the Brain

By Judith E. Pearson, PhD

In neuro-linguistic programming (NLP) practitioner training we learn to observe eye accessing patterns. We learn that eye movements indicate how an individual is internally accessing and processing information, in terms of sensory-based modalities. We learn, for example, that if someone is looking up, he is visualising. More specifically, if looking up and to the right, he is most likely visualising constructed images. If looking up and to the left, he is most likely visualising remembered images.

When someone is looking straight ahead or side-to-side, he is most likely accessing auditory information. More specifically, if looking to the right side, he is most likely constructing auditory information, such as a future conversation. If looking to the left side, he is most likely accessing an auditory memory, such as a remembered conversation. Looking down and to the left, the individual is most likely engaged in internal dialogue; what NLP calls 'auditory digital'. Looking down and to the right indicates the registering of kinaesthetic responses.

In NLP, we refer to these three modalities as visual, auditory and kinaesthetic (VAK). The remaining modality is 'olfactory-gustatory', referring to taste and smell. While it is possible to replicate and construct tastes and smells, doing so is, apparently, not indicated by eye accessing patterns. NLP practitioners observe VAK eye accessing patterns as a step in creating rapport. When we make our words (predicates) match another's internal modality ('I see what you mean' or 'I hear what you say' or 'I understand your feelings') we create a sense of commonality in the communication. Additionally, eye accessing patterns give us evidence of another's cognitive strategies for decision-making, problem-solving, and so on.

That said, have you ever wondered why eye accessing patterns are the way they are? Have you ever wondered what is going on when we see exceptions? Have you ever wondered what is actually going on in the brain, when you see eye accessing patterns? Mark E. Furman and Fred P. Gallo address these questions in *The Neurophysics of Human Behavior* (CRC Press, 2000). In Chapter 12, 'Foundations of Neurocognitive

“ We learn that eye movements indicate how an individual is internally accessing and processing information, in terms of sensory-based modalities ”

Modeling: eye movement, a window to the brain', they reveal the neurophysiological explanations for eye accessing patterns.

The authors base their assertions not on their own conjectures, but on reviews of studies on brain activity conducted with brain scan instruments, such as electroencephalograms. I found Furman and Gallo's explanations so fascinating I decided to share them with other NLP practitioners through this article. Note that the distinctions here are true mainly of people with right-hand dominance.

Why do we move our eyes while thinking?

First, a bit of a foundation. The co-ordination of eye, head, and hand movements is under control of an area in the brain stem called the *superior colliculus*. This structure holds a 'spatial map' of visual, auditory, kinaesthetic, and motor activity, so that we always have a sense of the body and its movements in space. It probably

often explains why we so often 'talk' with our hands. Moreover, the outer areas of the brain, called cortices, have separate areas assigned for receiving and processing sensory-based information. Thus, we have a visual cortex, an auditory cortex, a motor cortex, and so on. Head movements and eye movements (via the optical nerves) activate these cortices which, in turn, communicate with the body's vestibular system and the brain stem so that we can navigate the external environment. The brain makes internal representations of our experiences in the external environment and stores them as memories.

The prefrontal cortex acts like a movie projector, allowing stored visual images to be projected (transmitted) from the visual cortex into the individual's visual field. That is why people look outward when visualising. The parietal cortex holds a spatial representation of the entire image so that the eyes and head can move around the image while the image itself remains stable.





Judith E. Pearson PhD

Eye movements activate blood flow and oxygen to the parts of the brain that are most active in the internal process. When we look up and tilt the head back slightly, blood flows to the visual cortex. The same relationship can be found for all other sensory areas of the brain as well. When people move their eyes in various directions, they are enhancing their internal representations and coordinating activity across various cortices.

What about the exceptions? People can visualise while looking down!

That is right. There are exceptions to the NLP rules because the VAK areas of the brain overlap. If we think of the human face as having three horizontal 'bands', we could say the top one is visual, the middle one is auditory, and the bottom one is kinaesthetic. Generally, the eyes seem to access information in each band. However, the outer edges of each band extend into the other two, indicating overlapping neural activity that gives our representations a richness that more closely replicates the external world.

What explains the eye movements of visualising?

We know that the right and left hemispheres each perform different functions. The right hemisphere is mainly visuo-spatial, and the left hemisphere is mainly language-oriented. However, there is much overlap between the two. When we look to the left, we access the right hemisphere. When we look to the right we access the left hemisphere. The functional overlaps between the two hemispheres account for those exceptions where people visualise constructed or remembered images with their eye movements at centre or in the opposite direction than we would normally expect.

The visual receptors in the right hemisphere are broad and overlapping. They encode motion. They have a fast processing speed. They yield internal images that are coarse with low resolution. However, the right hemisphere receptors

“While it is possible to replicate and construct tastes and smells, doing so is, apparently, not indicated by eye accessing patterns”

are more effective than those in the left hemisphere with producing three dimensional images. Conversely, the visual receptors in the left hemisphere are small and non-overlapping. They encode colour. They have a slow processing speed. They yield internal images that are detailed with high resolution. The images of the left hemisphere are usually flat and two-dimensional. Most of us can test these differences for ourselves.

Remembered images are usually accessed by moving the eyes to the left because of the efficiency of the right hemisphere in assembling and encoding images; also because images in the right hemisphere are three-dimensional and moving (more consistent with external experience). If a person is asked questions about the details or colours of an image, he will usually move it to the left hemisphere (while looking to the right).

Since the visual receptors in the left hemisphere are non-overlapping, they are more efficient at reorganising and rearranging; selecting, moving, duplicating, and recombining the various parts of an image. That is why people generally look up and to the right when accessing constructed images. Most constructed images are made of rearrangements of things we have seen before.

What explains auditory-related eye movements?

Side-to-side movements of the eyes are often associated with auditory processing, but Furman and Gallo dispute the right-constructed and left-remembered dichotomy. The distinctions, they say, have more to do with the differences in right and left brain function.

When processing auditory information and looking left, we access the right auditory cortex, which processes the phonetics, sequences, and rhythms of words. Looking to the right, we access the left auditory cortex, which processes pitch and inflection. When a right-handed person remembers a conversation he will look left to recall the words and then right

to remember the tone and inflection with which the words were spoken.

What explains the auditory digital eye movement?

For a right-handed person, auditory digital processing is indicated when the eyes go down and to the left. With this eye movement, blood flow increases to the area of the brain called Broca's area; the part of the left frontal cortex that controls the movements we use to produce speech. Doing so helps to translate internal auditory information into movements of the jaw, tongue, and larynx. Thus, say Furman and Gallo, our internal dialogue constitutes a counterpart to the kinaesthetic/motor accessing that takes place when the eyes are down and to the right.

What about kinaesthetic eye accessing?

For right-handed individuals, kinaesthetic/motor processing is indicated by the eyes going down and to the right. This eye movement allows gravity to increase blood flow to the somatosensory cortex in the right hemisphere. This cortical area collects motor, tactile, vestibular, and emotional (biochemical) information from inside the body and relays it other cortical areas for cognitive representation. Thus we can give words and pictures to kinaesthetic experience.

Now we know!

Furman and Gallo's work updates and scientifically validates much of what the developers of NLP initially observed about eye movements. Such information helps us to understand the real-life exceptions to those eye accessing diagrams that we see in NLP manuals. It gives us an indication of how to direct the eyes to access specific types of information and how to enrich internal representations. It gives us insight into how eye movement therapies, such as Eye Movement Integration, might affect internal representations and their meanings. Lastly, it reminds us to always observe and calibrate on each individual, rather than relying on a diagram. ■

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Coaching Heart - Commercial Mind®

Who is Coaching the Coach?

By Bev James

A new year is the perfect time to clarify your business vision and focus on creating the kind of success you wish for in the months ahead. However, it can be challenging to achieve this when depending solely on yourself for inspiration and motivation. The third article in my Coaching Heart, Commercial Mind series looks at 'Who is coaching the coach?' We are going to take time to plan your success for 2012.

Coaches become expert at helping other people achieve great things. Every day, they experience the power of coaching and see the results of goal setting and taking action. Very often their professional and personal validation comes from other people's successes and appreciation.

Coaches and NLP specialists can spend hundreds of hours training and perfecting their questioning skills and processes but spend very little time developing business-building skills that will enable them to earn a living whilst making a difference. If the commercial element of your coaching business is neglected, your motivation will dwindle and your coaching business may drift into oblivion. If this continues unchecked, the joy that drove the initial passion for coaching may be replaced by personal discontent or financial difficulty. If you have reached a state of comfortable drift in your business, now may be the perfect time to seek some outside help, to recharge your batteries and re-energise your ambitions.

A third of coaches admit that they do not have a coach themselves. Is this because coaches become great at self coaching? Are the majority of coaches full-on, action-oriented people who never procrastinate? Do all coaches run their coaching business in a way that is highly profitable and successful? Of course not. Most of us would agree that we have challenge areas that can be improved and goals we want to achieve. The more likely answers are: a perceived lack of time and a sense that if we are charging others for our expertise, we ought to know enough to be able to help ourselves. However, even world champion athletes have a coach to keep them ahead of their game and to push them to continually improve.

Following is an exercise; whether you choose to do it alone or it inspires you to work with a coach, all that matters is that you invest time in getting clear about what you want your business to look like in 2012, and beyond.

Revisit your passion

Many people settle into a work routine or find that they are reacting to whatever comes along in their business rather than driving it forward in the direction they would like to go. While safety and security are important motivators for many people, remaining in your comfort zone for an extended period can also kill the passion that you initially felt about training to be a coach.

- Take a few minutes to write down ten reasons why you are passionate about being a coach/NLP specialist.
- Did the list flow easily? What does it give you? When your clients are achieving their goals with your help, how does it make you feel?
- Are there areas where improving your skills would add a boost to your business? What time can you allocate to fill this gap?

“Coaches and NLP specialists can spend hundreds of hours training and perfecting their questioning skills and processes”

Focus your vision

Having a clear vision for your coaching business and knowing where you are headed will make the difference between having a business and creating an *extraordinary* business. It is a truism that it takes the same amount of effort to think big as it does to think small – though the benefit you get from your achievements transforms in line with the level of effort you put in. If you know where you are headed you, are more likely to make decisions that will take you towards your goals rather than away from them.

- Write down where you want your coaching business to be in terms of revenue, number of clients, your work hours, full or part-time, employees, associates, at home, in an office, etc., in one year, three years and five years time.
- Are you proud of your website or do you find yourself apologising for it when you hand out your business card? What do you want your website to do for you? Could you create e-books and downloads to capture email addresses for marketing purposes?
- How do you decide which networking events are worth attending? Do you work to a plan, or are you more likely to go along for a chat and see what happens?
- Do you plan to write a book to increase your credibility, if so what will it be about and when will you make time to write and complete it?





Bev James

“There are two types of people; those who finish what they start and those who...”

- Would local profile-raising make a difference to your business? If so what is your plan to get media attention?
- Do you need to look at your pricing structure? Do you have any limiting beliefs around pricing that need to be addressed?
- Have you been hiding from social media and hoping it will go away? Well it is not going anywhere – so what is your plan to embrace it and use it to build your credibility and your business?
- Will you run workshops in 2012? If so, how many, for whom, how much will you charge, what will they be about and where will they run?
- What additional resources do you need to take your business to the next level?
- What would make the biggest difference to you and your coaching business in 2012?
- If you had a magic wand and could grant yourself one skill that would transform your coaching business what would it be?

You might find that you need to focus on one or all of the things above. Either way, the important thing is to identify what needs doing and to make a plan to achieve the result you want. Do not try to do everything all at once; break your plan into manageable goals. Set yourself a session goal to take you closer to your target.

Most coaches will be familiar with the GROW model. I offer a version of it here to help you to plan your way forward for the year(s) ahead.

Goal

As every coach and NLP specialist knows, there is a great difference between a goal and an intention. We may spend every day helping others to hone their actions and consciously shaping their goals and plans – but when was the last time you focused on your own direction? Take a few minutes to ask yourself these questions.

- What is the goal that you want to achieve?
- Why is it important for you to achieve this goal?
- Go forward into the future to a time when you have reached your goal, what do you see and how do you feel?
- What is your time scale? When do you want to achieve it?
- How challenging will it be to achieve this goal?
- How will you know when you have achieved your goal?
- If you do not achieve this goal how will you feel?
- How excited do you feel about reaching this goal?

On a scale of 0–10 how motivated are you to *Do It?* (If your score is less than 5, is your greater motivation to *Ditch It!* and to seek another goal?)

Reality

There may be a large gap between the scale of your vision and

the reality of daily life. What is preventing you from achieving all you wish to achieve? What kinds of repeating patterns, negative thoughts, past experiences or practical considerations are hampering your rate of business success?

- What is happening now to tell you that you have an issue?
- What steps have you taken so far to address this issue?
- What has prevented you doing more?
- What obstacles are you facing?
- Is anything out of your control?
- What is in your control?
- What resources do you need?
- Who can support you?

Consider on a scale of 0–10 whether you are ready to *Do It!* and take steps to seek support, or whether you would rather continue as you are?

Options

There is often more than one way to achieve the outcome you would prefer. List things you can do to set about achieving your goal. Do not edit your thoughts, just let them flow.

- If you had a magic wand what would you do?
- What advice would you give a friend if they had the same goal?
- If you had unlimited time, confidence and resources what could you do?
- Which option is the easiest?
- Which one would make the biggest difference to you and your business?
- Which option feels right?

Consider each option and assess on a scale of 0–10 which you are motivated to *Do!* and which you know you would rather *Ditch.*

The way forward

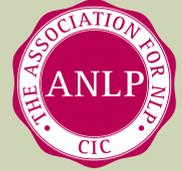
Progress is generally best made in small and measurable steps that head in a focused direction, rather than taking random strides in many directions that cannot be sustained. Ask yourself these questions.

- Which option are you going to commit to doing? By when?
- What could stop you from taking action and moving forward?
- What steps can you take to overcome these obstacles?
- How will you monitor and measure your progress?
- Who can keep you on track with your goal, who will you be accountable to?

Whether you are a brand new coach looking to set up your business or an experienced coach who has been trading for years, taking time to ‘coach the coach’ by looking at the vision and forward planning for your business is always essential for sustainable success. ■

Bev James is CEO of The Academy Group, including the Entrepreneurs Business Academy and EBA for Coaches, joint ventures with James Caan; and The Coaching Academy – the world’s largest training school for coaches. She is a millionaires’ mentor, a serial entrepreneur and author of *DO IT! or DITCH IT: Turn ideas into action and make decisions that count – 8 steps to business success*, Virgin Books (2011). www.bevjames.com

ANLP News



ANLP goes EPIC...

ANLP is already synonymous with best practice and we are establishing our reputation as one of the most professional and trusted independent NLP membership organisations in the world.

Everything we do is underpinned by our own company values, which are truly EPIC – Ethical, Professional, Independent and Credible.

Our members share those same values, which is why they choose to be members of the Association for NLP. ANLP enables them to promote these shared values effectively to their potential clients and demonstrate their own commitment to best practice and standards in NLP.

As a community interest company we already have a statutory duty to prove our commitment to the NLP community annually. We do this by supporting our members and informing the public in many ways. All our actions reflect our values and include:

- maintaining and improving the website so members have a **professional** platform on an **independent** website for demonstrating their own values and promoting their services
- publishing *Rapport, Acuity* and the only NLP research journal available worldwide, which add to the **professionalism and credibility** of NLP
- providing telephone and email support and offering guidance so our members can build their own **professional, ethical** and effective practice
- providing the same support and **independent** advice for helping the public choose an **ethical, credible NLP Professional**
- developing and maintaining robust and

credible accreditation programmes to enable members to obtain the **independent** verification their clients require

- managing complaints about NLP and doing the best we can to ensure these do not tarnish the reputation of NLP and our members, thus providing a level of **professionalism** for NLP and a **credible** safety net for the public
- supporting a research platform for NLP by co-ordinating and co-hosting the International NLP Research Conference, aimed at raising the **credibility** and **professionalism** of NLP by encouraging **independent** research
- using our resources, such as the publication of *The NLP Professional* to run effective PR campaigns promoting **professional** NLP and enhancing its **credibility**.

Because we are a truly independent organisation ourselves, our funding, to achieve all of the above, comes solely from membership fees, accreditation services and advertising. Our independence means we are not funded, owned or managed by any of the NLP training schools. At the same time as achieving independence in this way, we also 'hold a space' for all the NLP Training Schools and UK Master Trainers to come together for the good of the NLP Profession.

We achieve this through having our Advisory Board, which is made up of representatives of many of the main certification bodies, including INLPTA, ABNLP and SNLP as well as independent training schools. We have our Fellows of ANLP, who represent internationally recognised NLP Legends, including Robert Dilts, Wyatt Woodsmall, Tad James, Steve Andreas and Christina Hall. We co-ordinate Focus Groups and are currently working

with a group of UK Master Trainers to develop standards and criteria for NLP Trainers Training.

Much of our work is done behind the scenes so that you can go out there and confidently deliver your NLP services. So are you making the most of your membership benefits? Do you use your logo to promote your ANLP membership, and therefore your values to your potential clients? Do you promote your Professional Memberships on your own website and in your promotional material?

As well as the tangible benefits of ANLP Membership (which include *Rapport, Acuity*, discounted insurance, promotional facilities on our Top Three Google ranked website), there are many intangible benefits, like the members logo, which are giving you a great marketing advantage...if you choose to use them!

So how about making a new year's resolution to take responsibility for communicating your values to your potential clients, and making the most of your professional membership logo in 2012?



The Magazine for NLP Professionals



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