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Joe Isaac, Counselling for Women

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Welcome to the Winter issue of Rapport, “The Magazine for NLP Professionals”

Welcome to our final issue for 2013...and what a journey we have had this year. It’s a good job I have the attitude, sometimes, that it is the journey which is important, rather than the destination.

I do find myself becoming both reflective and reactive at this time of year. Reflective, as I briefly look back on the past year and reactive as I double check my goals and aims for the year and realise there are still some actions to be taken!

At this time of year, our thoughts turn to New Year resolutions, which are relevant to both personal and business life. Kris focuses on Goal Setting in her Coaching Tips or success article (page 40). Eve talks about well formed outcomes in her new column (page 5). I did my New Year resolutions slightly differently this year. I set myself goals, which were totally within my control, and aims, which were things I would like to achieve...if everything worked in my favour! So selling my house, for example, became an aim, because I didn’t feel I could exert enough influence to make it happen on my own. It turns out I was right, because the same week it went on the market, a car drove into it, causing over £40,000 worth of damage and an eight month delay...maybe next year I will make selling the house a goal, and decide I can influence things enough to make it happen!

Perhaps one of your well formed outcomes this year will be to add some more professional elements to your business, and consider the benefits of clear contracting with your clients (page 42). Thankfully, we don’t receive many complaints here at ANLP, and those we do seem to be the result of poor contracting, especially around expectations. We work in a very subjective field, so it becomes even more important to encourage clients to have clear expectations about what is, and what isn’t possible.

I do love embarking on the new journey of possibilities which open up as a new year unfolds. I think the most important thing I learned this year was to pace myself, so I will be approaching 2014 at a more reasonable pace than usual...I’d like to think this is because I am practicing amazing ageing (page 32). Certainly, hitting the ‘new 30’ in 2013 has encouraged me to take stock...and draw breath, express gratitude and practice compassion, just as Rasheed suggests in the seventh part of his coaching series (page 38).

I wish you the very best for 2014...may it be your best year yet, and be bursting with everything you wish for, and more.

Until next time

Karen
New Year is just around the corner. Such a loaded time of year. Apparently, in Bali, people spend 1 January in silence as the whole population is encouraged to reflect on the previous year and contemplate the year ahead. If quiet contemplation isn’t possible on New Year’s Day itself, you may still want to make time around then to think about your own 2013 and the year ahead.

What have you been most grateful for in 2013? Some people have been filling giant jars with little notes recording things they’re grateful for throughout the year then reading them all around New Year’s Day. You might contemplate doing the same or similar for the coming year.

When you think about how you’d like 2014 and beyond to unfold, what are you most conscious of? How do you feel, physically, at the thought of another year on this lovely planet? Are you aware of sensations indicating excitement? Tension? Anxiety? Butterflies? Nausea? All of the above and more?

How can you use all of these feelings to help you hone what you want the New Year to bring? Even the seemingly less positive sensations have important messages for you about things you may want to change. Do you notice any feelings of shame and guilt cropping up if some of the changes you want to make are things you’ve not yet successfully implemented in spite of earlier attempts?

If you do just one thing differently, how can you be kinder to yourself in 2014 and beyond? As you practice, you’ll notice that the kinder you’re able to be to yourself – rewarding yourself when you take steps towards your goals and being curious about what’s stopping you when you feel like you’re making no progress – the more compassion you’ll have for others in your life.

It is a practice, though. Some days it will feel effortless but when things trigger default negativity such as beating yourself up, it will take more will power to pause and re-evaluate the situation (and yourself) with compassion.

So, having infused whatever your goals are for the year ahead with kindness, how might you set yourself some Well Formed Outcomes? How do they differ from your usual resolutions when you frame them in kindness? Chances are, even with your loftiest of goals, when you add compassion, you’ll be able to go much further. Imagine taking some of the pain out of a challenging new fitness regime by including massages and other treats. Does this feel more sustainable?

How will you know you’re on the right track? How will you know when you need to tweak things? Who in your life can support you as you work towards making these changes? Who may find these new aspects of yourself more challenging? How can you treat their concerns with compassion (while staying true to yourself and your own plans)?

Happy New Year!
In this article we will cover the five communication categories identified by Virginia Satir and a sixth recently identified category. We will also give you an introduction on how to use these to develop rapport with individuals and in groups. Virginia, one of the world’s leading family therapists, was ‘modelled’ by Richard Bandler and John Grinder (the founders of NLP). She observed that people use five basic language categories and identified body positions that usually accompany these: Blaming, Placating, Computing, Distracting and Levelling. People will use a mixture of these in communication however we all have a preference for one or more. Knowing the effect of Satir positions and language on others is a powerful way to have a positive effect and ensure impact and influence.

Blaming
The Blaming person tends to want to shift responsibility. They will often point their finger and use stiff gestures. Their language will be full of generalisations. They use phrases which include ‘all’, refer to only part of an experience or make value judgements that omit to mention the speaker (e.g. ‘Boys shouldn’t cry’ – the response to which might be ‘who says that?’).

Placating
The Placating person is the Blamer’s counterpart; they seek sympathy. They may even accept the blame for just about everything. Their body language is not forceful and will often include the palms up ‘Placater’ position. They will express themselves by talking about how they ‘should’ or ‘can’t’ do something to trigger a guilt response in others. They may use verbs in a way that is vague (e.g. ‘If only you knew’).

Computing
The Computing person uses language and body postures that hide emotions. They are dissociated from the situation and can appear cold or unfeeling. In their language they will talk much of ‘you’ and ‘one’. They often say things that are value judgements without indicating who could have made the judgement. The effect of which is to imply that everyone would agree (e.g. ‘It’s not good to be strict’ or ‘One must agree that…’).

Distracting
The Distractor will switch quickly between the three positions above. They may be seeking to cause confusion to distract attention from themselves or could be internally confused. In their language they will often fail to refer clearly to what they are talking about (e.g. ‘Nobody knows what’s going on’) or use other generalisations.

Levelling
The Leveller will use grounded positions that allow them to come across as ‘on the level’, centred and factual. Their body posture communicates the idea that they are being true to what they think (palms pressing down at mid-body height). This posture has a calming effect on the physiology of not only the Leveller but also those that see it. This position holds people’s attention and can do so even with just one hand. There are few negative things to say about this posture, however, people who do not want to hear...
FACT BOX
Building rapport with body language

With individuals
When people are in rapport they will adopt similar body positions and gestures. By ‘matching’ or ‘mirroring’ another person you can build rapport. In ‘matching’ you do exactly the same as the other person (i.e. both people have right leg crossed over left). In ‘mirroring’ you are just that, a mirror. Matching the type of sensory words that people use (e.g. Visual, Auditory, Kinaesthetic) also builds rapport.

Warnings
- Be subtle and avoid mimickery (people may notice).
- If you match a Blaming person you will get an argument (the best position to use is Placating).
- If you match a Placating person you may end up in a whingeing contest.

With groups (presentations or teaching)
To build group rapport get the whole audience to do the same thing (i.e. raise their hands, laugh etc.). Use Satir positions with groups in the following ways:
- using all of the categories will help you to establish rapport with the whole audience
- use Blaming sparingly to make a strong point (avoid pointing at the audience – point at the ceiling, floor, whiteboard or self)
- use Placating for sympathy or to weigh up possibilities
- use Distracting for fun
- use Levelling when being frank or to convince
- use Computing to suggest dissociated logic or encourage thinking and questioning.

Top Tips
1 In teaching use Levelling for instructions not Blaming.
2 Never use Placating if a class is difficult, it says ‘I do not want authority in this situation.
3 Use Placating when contradicting an opinion that is not correct as this will make your opinion more easily received.
4 Use Levelling in a meeting or one-to-one conversation to hold attention.
5 Use Computing to encourage thinking and questioning.
6 If you do not know what to do first, go to Computing.
7 Always avoid Distracting when seeking to communicate clearly.
8 Excellent communicators have proficiency in all of the categories.
Can you Really Lose Weight with a New Year’s Resolution?

By Emily Terry

New Year’s resolutions are a national sport
Gym owners around the globe rub their hands with glee on New Year’s Day as memberships soar. Nervously we get shown around our local gym, uncomfortable as our clothes are even tighter after the festivities, trying to look inconspicuous amongst the smiling, lithe, lycra-clad instructors. This ritual humiliation is payment for the calorie sins. Never mind – our goal is set and this time it will work.

For some people, the ‘eat less, move more’ strategy will jolt their metabolism into shedding the extra pounds, although in reality these body types will naturally fall back into balance anyway. For the rest of us, especially in the NLP world, it’s time to harness the power of the mind and take control! But does it really work? Even the normally robust Well Formed Outcome struggles when it comes to weighty issues. It’s complicated.

How do you eat an elephant?
Let’s take a fresh look at weight. The best way is the same way you would eat an elephant: one bite at a time (ok maybe not the best analogy under the circumstances). One of the ways I find helpful is to look at this as a chain reaction.

Something happens and we have an emotional response. Once this is triggered – the rest is inevitable. It does not even have to come from outside...just getting on the scales and comparing the result with last year’s figure can set off a tidal wave of emotions. The easiest way to calm the storm is to turn to food. This gives that wonderful satisfying rush of pleasure.

Then comes the guilt. Shedloads of insidious thoughts that dull our potential and keep us caught in this mantrap. ‘I did it again.’ ‘I’m useless.’ ‘I can’t control myself.’

Our physical responses are governed by our past, emotions and mental responses, and in the overweight body the system of converting food into usable fuel becomes deranged. The body is starved of the nutrients and fuel that it needs, leading to sluggishness and more hunger. A system reboot is required and at this point a calorie reduction is a waste of time.

Our normal optimism is exhausted and we lose hope and stop believing that things can be different. I believe that New Year’s resolutions are the last resort attempt to jump out of the trap and move forward.

Breaking the chain
With this pattern it’s no wonder our Well Formed Outcomes buckle and fail. One of the best places to start is with our emotional responses. Here is one of my NLP Techniques dedicated to all those who have ever gone to bed muttering to themselves, ‘I will do it differently tomorrow’.

NLP helps us to build our own manual of how we operate, how those around us operate and how to interact with them successfully. So where to start? Life is busy, with little time for reflection and that is exactly where we need to start. Our programming is similar to pressing play to hear a CD or flicking on the
light. The button is pressed and the response is always the same: the CD plays or the light comes on. There is no delay between the button and the response. Someone says your name, touches you or does something in a certain way, and an internal response happens. Press the same button and you will get the same response. Now, if this brings more happiness, enjoyment or pleasure, then it definitely comes under the banner of ‘if it ain’t broke – don’t fix it’. However, children, and partners alike, have a built-in homing system to press those buttons which produce a less than pleasant response inside. This is especially true in the area of weight loss where we have so much negative programming from TV and press imaging.

**The Response-Ability Technique**

This technique gives you the ability to choose your response.

Using this technique you can interrupt the old pattern and respond in a new way. Many of our responses today come from watching those who are close to us when we were children. If they exhibited disgust or disapproval, that is what we picked up as our own judgments. By taking control of our responses, Yes, we will do better tomorrow.

### It’s time to harness the power of the mind and take control!

and as adults we continue to make meanings out of what happens. We do not always have the wisdom to interpret responses and may code a negative meaning. Sometimes this understanding is mistaken, especially in the area of self-image and weight loss.

As with all things, there is a balance and if we concentrate on interpreting the world around us differently then we can tip the scales to experience the best that life can give. We can teach ourselves to use our inner wisdom, intuition and guidance when the chips are down and respond in more positive ways.

One of the important keys is that others do not see us as we do. Negative self-talk and reactions are so bound up with our body image that we are our own abusers. In fact, if our body was a dog, it would have run away years ago. So before that happens, take heart, take response-ability and begin to outwit our own judgments. By taking control of our responses, Yes, we will do better tomorrow.

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Choose an unwanted internal response that you would like more control over. Choose something small to practice on, rather than something that will begin an all-out family row. For example, your partner comes home with fish and chips on the first day of your new diet. Concentrate only on the mechanics of what happens rather than any meaning you make of it. For example, your immediate response is: ‘How could they? They know I’m only eating salad tonight – I told them only this morning! Nobody ever listens to me.’ Notice instead the feelings you experience inside your body.</td>
</tr>
<tr>
<td>2</td>
<td>Begin to notice what triggers that response. In this step we begin to separate the trigger (either hearing some words or seeing an action/thing) from the response. In our example, it is seeing the illegal bag of food. Immediately you see it, take a deep breath and hold it for a few seconds. Keep doing this until taking a deep breath becomes easy.</td>
</tr>
<tr>
<td>3</td>
<td>In your mind’s eye notice the trigger. In your mind’s eye notice the trigger. In this step we begin to separate the trigger (either hearing some words or seeing an action/thing) from the response. In our example, it is seeing the illegal bag of food. Immediately you see it, take a deep breath and hold it for a few seconds. Keep doing this until taking a deep breath becomes easy.</td>
</tr>
<tr>
<td>4</td>
<td>Breathe naturally for three breaths and then begin to find 10 new ways that you could interpret the trigger. For example: your partner was given the fish and chips by an elderly relative and did not want to offend by refusing the gift so you would not have to cook it is raining food parcels and one landed in their hand just as they got out the car a rip in the universe has created a wormhole from the chippy to your front door. Notice that these 10 new ways needn’t be based in reality and the funnier they are the easier it will be to allow you to have a new response. In fact, the number of new ways is 10 to give you the best opportunity to break this pattern.</td>
</tr>
<tr>
<td>5</td>
<td>Now, allowing yourself the freedom to explore, ask yourself: ‘How would I like to respond?’ ‘How would I like to feel in my body?’ Calm? Stable? At ease with the world? Begin to notice how you would be feeling if you could choose your feelings. What new choices of response might you have? For example, you might ask yourself if now is the best time to meet this issue head on, or perhaps you might suggest they eat out of ‘smell’ range and then put the papers in the outside bin. These responses may get your desired result without launching World War III between you and your partner.</td>
</tr>
<tr>
<td>6</td>
<td>Once you have chosen the response you would like, in your mind’s eye see the trigger (in our example, the parcel of food). Take a deep breath and run your new response (your choice). Do this several times until your feelings around the trigger are easy and natural. You could experiment with some of your other responses to find the one that most suits you.</td>
</tr>
<tr>
<td>7</td>
<td>Then wait patiently until the trigger appears again and notice how you respond differently.</td>
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**The Response-Ability Technique**

**Emily Terry**, founder of New Silhouette and co-founder of Evolution Training lives with Roger, her partner of 27 years, their son Sam and dog Zodiac near Chichester in West Sussex. For more information, free eBooks and tips on balance in body and mind go to [www.newsilhouette.co.uk](http://www.newsilhouette.co.uk), call 01243 792122 or email emily@newsilhouette.co.uk.
How to:
Managing Your ANLP Profile –
Personal Information and Password

**STEP 1**
Log In as a member using your email address and password.

**STEP 2**
Select the link to ‘View my Profile’. Search for the member you require, by typing name into search box.

**STEP 3**
Choose the link ‘Manage my Profile’.

**STEP 4**
There are various tabs you can now choose from, including ‘Profile’, where you can change your password and update the main content of your profile, upload a photo etc.
By training with us, you can gain up to 50% of an MA in Applied Coaching, as well as all the other benefits of a top class, rigorous NLP Trainers’ Training course, including five specialisms and certification for the iWAM meta programme questionnaire. The course meets the criteria for ANLP International, and is recognised by The Association for Coaching.

“I am immensely proud to have passed the course, and know I achieved this through Jeremy and Dr Sally Vanson’s high standards. To achieve a pass with these guys you will and truly earn your stripes.”
Judith Hammond, Certified NLP Trainer.

“Overall a fantastic experience that left me tired but knowing that whatever I face as a trainer I will be able to handle it. If you think you know NLP before Trainers’ Training, this will take you to a new level.”
Professor Graham Megson, Certified NLP Trainer.

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◆ Trainers’ Training Evaluation: 12 to 15 August 2014, £1,000 plus VAT.
◆ Location: Surrey University, Guildford
◆ The earlier you book, the more you save

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The Ghosts of Past, Present and Future

By Eve Menezes Cunningham

Even if you don’t do much Timeline work, you probably remember exploring past, present and future as part of your training. But how do your preferences impact your day to day life? Are you so happy in the ‘glory days’ of the past that your present and future suffer? Maybe you’re so present that you forget about the future? Or perhaps you speed through life, missing much of its beauty, desperate to get ahead, dreaming of your 90s? New Year can be a wonderful time to take stock of where you’ve been, where you are, and where you’re heading.

The past
The past can be wonderful in terms of nostalgic feel-good bursts but missing the ‘good old days’ can be demotivating.

‘I am very nostalgic,’ says Kelly. ‘I can shed a tear of longing for the “glory days” of last week! I have friends I live in the past with. Not in a “we have nothing of the present” to talk about, just everything seems to route back to “how things used to be”. That could be a sign of us getting (and fearing being) old.’

Our attitude is likely to decide whether or not thinking about the past helps or hinders us. One person seeing a river remembers childhood swims. He feels sad about the aging process. Someone else, the same age, might remember those same swims with happiness and feel more energised and invigorated as a result (even if they don’t, several decades later, choose to jump back into its icy waters). Choose past memories to support you, nostalgia that brings you strength and resilience. You can simply release the memories that hold you back. Anchoring past triumphs can help us in the present and the future.

The present
The ‘power of now’ is well documented. By being fully present and engaged each moment, in the flow, we can make breakthroughs. Mindfulness, as well as supporting our ability to rest and recharge, can help us create better futures. In NLP terms, we may think about our well-formed outcomes and apply sensory acuity. Is what we’re doing working? We can become more flexible and change it as needed. Mindfulness can also help us notice our inner critics and take steps to remind ourselves that it’s not the most helpful voice for us to listen to.

Present moment awareness has a myriad of benefits. Yet Lucy says it has its downsides: ‘My mum and niece live totally in the present. I can’t say I would like to be that way. For both of them it means they cannot conceive that anything will be different in any way tomorrow or that things might have been different yesterday so they could be different tomorrow. Neither of them make the transition periods that everyone has in life very easily. One is at the start of her life, and the other is in her last few years, so it is interesting in a lot of ways to see how
people who live totally in the present function.

‘On the positive side, bouncing back from the bad times/down moments is really easy because once they’re gone, they are gone. Yesterday has no consideration or bearing on today. However, it makes living through bad times/down moments really, really tough, as there’s no real way of getting them to see that things will change, and life won’t be like that forever.’

Lucy likes to spread her time travel. ‘I like a bit of nostalgia, so like to live in the past a little. I also like to think about the future and consider all sorts of different possibilities. And I also live a bit in the moment too at times. I think that’s the best way to be. For me at least. I don’t think I can think of anything worse than living totally in the moment, all the time.’

‘I’m all about the now,’ says Sarah. ‘By nature, I like fact, guarantees, evidence, things you can see and know and trust. Being “in the moment” delivers all this, and I think one of the real tricks of life is to find a way to be totally happy with that. I believe in appreciating every moment: what you have right now, today. The past is for fond recollection and learning lessons, but it’s not tangible. Looking back can be fraught with danger and misperception. The future cannot be known, for any of us, and so today is literally all we own.

‘That’s mindfulness, I suppose, and I do like to be “in the moment”, whether it’s taking time to appreciate a scene in nature, or sharing a laugh with a loved one.’ A psychologist shared a mantra which Sarah likes: This is a moment of perfection. She says, ‘I say it to myself, in my mind, regularly and sometimes it’s something silly, like settling down on the sofa with a glass of wine and some alone time to watch a programme I know my husband won’t want to watch. And sometimes it’s something amazing, like last year, on holiday in Canada, we went whale-watching and suddenly saw two rise up just 30 feet from the boat.’

‘I feel most abundant in my life when I am living in the present and not chasing the future,’ says Robert Holden. His work on psychology and spirituality has been featured on Oprah, Good Morning America, a PBS special Shift Happens! and in two major BBC-TV documentaries, The Happiness Formula and How to Be Happy. His latest book is Loveability. Robert posts daily on www.facebook.com/drrobertholden and hosts a weekly show on Hay House Radio called Shift Happens! (www.robertholden.org).

‘Living in the “not now” – because we are too manic and busy – is a chief cause of unhappiness,’ says Robert. ‘When you miss out on the present, you miss out on so much. No now; no life. In the English language, the word “present” has three distinct meanings: “here”, “now” and “a gift”. The more present you are in each moment, the more happiness you will find. Happiness is where you are.’

**The more present you are in each moment, the more happiness you will find.**

**The future**

Future focus can be wonderful but, again, we need to temper it and not exhaust ourselves rushing ahead. Our ability to look ahead is what enables us to visualise the kind of future we want to create and set goals to support our creating it.

For Martin, his future focus comes with anxiety. ‘If I plan a holiday, I tend to worry about it. I hate being on a plane. My body just feels awful on a plane. When I get to the holiday destination, I worry about what’s going to happen whilst I’m there and then when the holiday is over I wish I could go back and have another holiday. So, I mostly focus on the future.’

Unable to sleep when he broke his elbow, he watched a lot of music videos and promised himself that, when he healed, ‘I’d see all the bands and singers who sang those songs I liked when I got better. I ended up seeing them all live by the time 2010 was out. When it was time for intensive physio, I went to the hospital shop, picked out something I wanted and then promised myself I’d buy it after my appointment.’

We can all do similar things to help us through challenging times or even hard work towards goals, choosing treats and rewards and then enjoying them can keep us motivated and focused. We can also take the positives of the past and make them more present in 2014 – framing and enjoying old photos? Reconnecting with loved ones? We can choose what worked and bring it into our everyday lives without having to relive messier moments.
mBIT Coaching for Leadership:
Coaching the head, heart and gut brains
By Grant Soosalu and Suzanne Henwood

We don’t just have one brain!
One of the more fascinating findings coming out of the field of neuroscience is that we don’t just have a brain in our head. Research has uncovered that we also have complex, adaptive and functional neural networks – or ‘brains’ – in our heart and gut which display amazing levels of memory and ‘intelligence’. There is growing evidence that these brains are deeply involved in the control and processing of numerous functions and core behavioural competencies. By combining these neuroscience findings with behavioural modelling research, a number of key insights have emerged that have profound implications for the field of coaching and leadership.

Behavioural modelling research
Over the last three years, mBIT International has performed behavioural modelling action research on how the brains function in the practical areas of decision-making, action-taking, intuition, relationships, leadership and personal development.

It is apparent that the heart and gut brains are involved in representing, communicating and processing very specific forms of intelligence and intuitive functions. For instance, the heart is optimised for processing emotions while the gut handles protection, self-preservation, core identity and mobilisation. This has implications for how we coach and align a client’s multiple brains.

These findings also support commonly held notions such as trusting one’s ‘gut instinct’ and being ‘true to your heart’, and they back up the assertions from many fields such as those of the Adaptive Leadership field, saying that whole leaders need to use not only their heads, but also the innate intelligence and wisdom of both their heart and gut.

mBraining – the prime functions
Our findings indicate that there are three core Prime Functions for each of the three neural networks, or ‘brains’:

* Have you ever had clients who suffered from conflict between their thoughts, feelings and actions? Or who sabotage their dreams, goals or plans? Do you ever have clients struggle to make decisions or can’t seem to change old habits? Or clients who feel like something is missing and they’re not fully connected with their deepest inner self?

Then chances are your clients are not fully aligned and using the power and innate wisdom of their multiple brains – the brains in their head, heart and gut. You see, when coherently aligned, the head, heart and gut produce an incredible congruence and an emergent wisdom that allows people to deeply tap into intuitions and competencies that you simply can’t get from the head brain alone. This is the experience of multiple Brain Integration Technique Coaching (mBIT Coaching) and the process of mBraining.

But before we explore these distinctions in more depth, let’s look at what neuroscience has recently discovered.
1 head brain: cognitive perception – thinking and making meaning
2 heart brain: emoting – values and relational affect
3 gut brain: core identity – self-preservation and mobilisation.

The importance of this to the fields of coaching, training and leadership is two-fold. First, it’s crucial that all three intelligences are accessed and incorporated into the decision-making process.

- Without the head intelligence, the decision will lack thorough analysis.
- Without the heart intelligence, there will be insufficient values-driven emotional energy to prioritise actions required.
- Without the gut intelligence there will be insufficient managing of risks and reduced motivation to persist against challenges.

The second implication is to ensure that the client is using the correct brain for each function. A typical example of when this is not done is where the head brain is used to define corporate values that people’s heart brains don’t really care about, or the head brain is used to design action plans that people’s gut brains don’t really engage with.

The consciousness of highest expression
One of the many powerful models emerging from mBraining research suggests that each brain has what is known as a ‘Highest Expression’ – an emergent competency that represents the highest, most optimised and adaptive class of intelligence or competency. The Highest Expressions of each brain are:

- head brain – creativity
- heart brain – compassion
- gut brain – courage.

What’s crucially important is that these Highest Expressions are only accessed and activated when a person is in an optimal state of neurological balance, or what is defined as ‘autonomic coherence’. This is when the person is neither too stressed nor too relaxed, but is in a ‘flow state’. And unless someone is in a neurological flow state, their perceptions of any particular issue or situation and their subsequent decision-making, will be impaired.

For example, if a leader’s autonomic nervous system (ANS) is functioning in an overly sympathetic (e.g. stressed) state, their perceptions and decision-making will typically default to their reactive conditioning. Conversely, if their ANS is functioning in an overly parasympathetic (e.g. apathetic or ‘freeze response’) state, they will exhibit an inability or lack of desire to act, or at best make timid decisions. Whereas in an optimum state of autonomic balance leaders are able to bring a higher order of consciousness to their decision-making.

mBIT Coaching
Coaching the multiple brains into alignment and operating from their highest expressions requires a pragmatic ‘how’ and a suite of simple and powerful techniques (which are detailed in the book mBraining). These techniques and processes involve getting the client into communication with their three brains, getting them aligned around the particular issue and then getting the brains functioning at their highest expression. When this is achieved, the person’s innate intuitive wisdom emerges and the quality of their decisions and actions becomes adaptively and generatively different.

Ultimately, mBIT Coaching is about helping and facilitating clients to bring their human spirit alive and to operate in an emergent, adaptive, congruent and neurologically aligned way. Out in the field, both coaches and clients are reporting to us that the experience of mBIT Coaching is profound and transformative.

For more information, free articles and mp3s, please visit www.mbraining.com or read the text book for the new field of mBIT Coaching, mBraining – Using your multiple brains to do cool stuff by Grant Soosalu and Marvin Oka.

Grant Soosalu is an international leadership consultant, trainer and writer with backgrounds and expertise in Leadership, Coaching, Psychology, NLP, Behavioural Modelling and Applied Physics. Suzanne Henwood is an Associate Professor in Health in New Zealand, an NLP trainer and coach and co-directs mBraining4Success with her business partner Rosemary Brown.
Kevin was raised in the Lake District and had ‘a perfectly average, nothing spectacular childhood’. Having left school at 16 intending to join the Navy with a group of naval shipyard friends, Kevin ‘got mugged by an Air Force recruiting sergeant’ and became an apprentice ‘Aircraft Fitter Electrical’ at RAF Holton.

Then things took a different turn. ‘I’d done about a year of it and I was just about to be put out to work on real aircraft when I got a call to go to Hereford and talk about joining the Combat Training Team (CTT) to teach martial arts.’

At the time, Kevin was British Karate Champion. ‘I got asked to go and do some training courses for them on martial arts, because a couple of people had left and I had a skill set that was useful. I did a couple of sessions with them and the Boss asked me, despite my age, if I’d like to volunteer to join the CTT. I became the unit baby. Bamm-Bamm was my first nickname, like the Flintstones’ baby. Mostly because I was able to hit you twice – bam bam – and that was it, it was all over.’

Kevin tells me that he had an amazing five years. ‘I trained everyone from Diplomatic Protection Group (DPG) and Military Intelligence to the Foreign Legion in Close Quarter Battle (CQB) techniques and did some interesting undercover work. I learnt these days we tend not to have just one career in a lifetime. Kevin Laye has had several and they are very different. From the Armed Services, to designing and managing fitness complexes, to senior sales and board level business and latterly to a therapist working with NLP, Hypnotherapy and TFT, Kevin talked to Andy Coote for Rapport about his life and work so far.

Kevin was British Karate Champion. ‘I couldn’t do a fully physical job and five or six hours training for martial arts every day on top of it. So I went to the Boss and he said, “If you’re going to go, it’s a good time now and if things don’t work out, the military is always here for you.”’

Kevin trained for a time at a friend’s gym in Blackpool and went for the European Championship again, winning it in 1982. ‘I got a detached retina, which meant that my fight career was over. I was blind in my right eye for three months until the retina healed over and re-welded itself properly. The nature of the injury also closed off my military career.’

Chuck Norris, a martial arts champion then making a career in movies, had been at that championship as a judge and to give some talks, heard about what had happened to Kevin. ‘He invited me out to Los Angeles and I did some martial arts coaching with him. His brother Aaron, saw some similarity in looks between the two of us and suggested that I do some stunt doubling work for Chuck, so I trained as a stuntman. I had a great year, earned a fortune and was having a great time.’

After a year, Kevin returned home and, whilst here, decided not to return to LA. ‘A friend of mine suggested that I get into gymnasium design and I started working on a freelance contract basis with Power Sport. I designed a gym at the Grosvenor House Hotel in Stratford on Avon and stayed on to manage it. I was there for a couple of years and I also got to work, by chance again, for some actors that used to come down to the gymnasium and I ended up doing fight choreography on a freelance basis at the RSC, which was good fun. I had some good times, had a lot of fun,
met a lot of actors that are very famous now – Alan Rickman, Tony Sher – who were then just making their names.’

Once again, Kevin felt the need to move on. ‘A contract came up in Saudi Arabia as a fitness coach for the Ministry of Defence and Aviation. They were actually building the centre where I was going to work, it wasn’t due for completion for three to four months. I’ve got nothing to do for three to four months so I said is there anything I can do? I started helping and eventually they said, would you like to manage and help design the complex, a $1.6 billion project. I did that for a couple of years and then returned home.’

This return home, without a job to go to, prompted some reflection on a future career. A friend, who was in medical sales, suggested that Kevin might consider that as a career path which is how he came to ‘blag’ his way into the National Association of Theatre Nurses Exhibition in Harrogate claiming he’d been called in to help on a stand and his pass was waiting for him inside. ‘I picked up a badge holder, stuffed a business card in there. I’m walking around as Martin whoever it was, chatting to companies and winging it completely. I walked up to this one stand – the International Medical Prosthetic Research Association (IMPRA). I met this guy called Gerry Weatherly who looked at me and said “I’m going through all the exercises in the book going ‘actually this stuff works, this is gold’."

“I know Martin, and you’re not him. What’s the deal?” We had a little chat about what I was trying to do there. He asked me to go and find out everything I could about a key competitor, and come back within half an hour ready to tell him the differences in product range.’

Kevin was able to give a good analysis of the competitor and left with an invitation to meet the General Manager, Peter Gerbaur. ‘So I walked out of there with a potential job. I met Peter and they hired me on a relatively low wage but with car and expenses. I had a decent pot of money coming back from Saudi so that wasn’t the pressure. I did it for about 18 months and became a very good salesman for them. When it came to the annual salary review and appraisal they wouldn’t deliver a better package so I quit.’

Whilst working for his next company, Kevin found himself at a conference in Germany by chance sitting opposite Arthur Dolby whose family business had developed technology to measure gas by the way it sounds. All gases have a unique ‘fingerprint’ and Dolby had discovered how to measure it, allowing them to accurately detect contamination in the system. He was looking for applications after BOC and others had rejected the idea. ‘I had a light bulb moment and suggested measuring gases used in
anaesthesia which have very low flow and you need to know with precision the accuracy of the gas to prevent over-dosing or worse, under-dosing. About four or five months later, Arthur called me to tell me they’d trialled the process at the Edinburgh Royal Hospital and that they were to applying to the FDA (US medical regulator) for medical devices approvals. I accepted his invitation to meet his board at Gleneagles and came away having been offered a job heading up their medical sales. I poached three people from Datascop and in the first year we did about £1.3 million which wasn’t a bad start. Second year, we hit I think around £2.9 million and we were on target for years three to four for about £5 million, which is a reasonable growth.’

Kevin moved on to the successful licensing of a new technology to companies such as Samsung and a host of Far Eastern corporates. In that role, he embarked on a board-level life of travel, getting married as he did so. He travelled all around the world, seeing only the inside of hotels and conference rooms. ‘I’ve been to Hong Kong twice and never seen it. Land at the airport, go to the Mandarin Palace hotel, do my talk, limousine back to the airport and then fly on to somewhere else. I’ve not a clue about Hong Kong, so I’d love to go. I’ve seen it from a hotel window and that’s it.’

‘Then in 2000, Kevin became very ill with a big tumour on his right kidney. ‘They gave me a 90 per cent chance of not coming through the operation. I came through and the lead surgeon Jim Lemberger was an absolute genius. He saved my life, without a doubt. I know a bit about healing and I’ve got to tell you, they did an amazing job; the medications, toxic as they were, I had steroids and chemo and everything, they did the job.’

‘Coming from a pragmatic, scientific process driven background, what happened next surprised Kevin. He was in intensive care when Mike, the brother of a fellow patient, came over to him and suggested self-hypnosis to control his pain. ‘It was on maximum morphine with a PCA [patient-controlled analgesia device], I couldn’t have any more medication. He saw ‘I was on maximum morphine with a PCA [patient-controlled analgesia device], I couldn’t have any more medication. He saw

‘He told me there was some good stuff in it. I had nowhere to go, so I picked up the book. On come the exercises and, me being a little boy. Richard Bandler had tried to get rid of it using NLP, Paul had tried to hypnotise me, but nothing touched it. Paul said, “Why don’t you try that tapping.” Reluctantly I began – tap tap tap and I literally felt as if I’d got a glass full of stress and I just tipped it upside down. The stress poured out and I couldn’t get it back in the glass. I put my hand right next to where the wasps were and it was gone. To this day, and we’re going ten years nearly now, it’s completely gone. I see wasps and I couldn’t care less. I can still remember all the stuff but the actual phobia has gone.’

With senior executives, Kevin uses TFT to make a quick start on the seat of their problems – often stress. ‘If you do your job well with them you can clear all the stress, which is what I now tend to do up front. Clear the mess out of the way first and once you start working and you start reinforcing the positivity, they don’t want to let you go. The golden rule in a lot of coaching is that you never give advice but I’ve run a multi-national, I’ve got a fortune, or misfortune, I met Paul McKenna. Paul and I became friends and Paul kept going on at me to do an NLP course – and alcohol dependence – Positive Drinking – and still works with Paul McKenna. As well as NLP, Hypnosis and TFT, Kevin is now working with Ronald Ruden MD, PhD and Paul McKenna on the Havening technique and recently became the first certified trainer of Havening in the world.

I enjoyed my conversation with Kevin. There may be twists and turns to come in his life and career, I wouldn’t bet against that happening. Things do seem to happen when he is around. ’

50 hours a week then you become a boss and you can do a 90 hour week. It’s kind of true. My life became consumed with the business and running it, phone calls at one o’clock in the morning to Hong Kong. A lot of personal life went out the window. The ivory tower isn’t a friendly place, it’s a bit lonely.’

Kevin trained to master level and trainer in hypnosis and NLP and a number of other related areas. ‘The main thing that changed everything is when I learnt Thought Field Therapy (TFT). I’d been sent a video on EFT which I watched and wasn’t impressed by. Paul agreed but told me he’d been told to look at TFT. A friend of his had given him Dr Roger Callahan’s book and suggested that I should read it which I did.’

A few weeks later, Kevin and Paul were having breakfast in Covent Garden. ‘They brought the pots of jam out and with them came wasps. I had a chronic wasp phobia having fallen into a nest as a little boy. Richard Bandler had tried to get rid of it using NLP, Paul had tried to hypnotise me, but nothing touched it. Paul said, “Why don’t you try that tapping.” Reluctantly I began – tap tap tap and I literally felt as if I’d got a glass full of stress and I just tipped it upside down. The stress poured out and I couldn’t get it back in the glass. I put my hand right next to where the wasps were and it was gone. To this day, and we’re going ten years nearly now, it’s completely gone. I see wasps and I couldn’t care less. I can still remember all the stuff but the actual phobia has gone.’

As a therapist, Kevin works with and trains clients in the Midlands and in Harley Street. He has written books on weight loss – Positive Shinking – and alcohol dependence – Positive Drinking – and still works with Paul McKenna. As well as NLP, Hypnosis and TFT, Kevin is now working with Ronald Ruden MD, PhD and Paul McKenna on the Havening technique and recently became the first certified trainer of Havening in the world.

I enjoyed my conversation with Kevin. There may be twists and turns to come in his life and career, I wouldn’t bet against that happening. Things do seem to happen when he is around.”
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Managing Internal Dialogue: Part 2

The Arena and the Quiet Mind
(Shifting the submodalities of internal dialogue)
By Joe Cheal

In the previous article we began to explore our ‘internal dialogue’ through a model called the ‘Zero Point’ (i.e. being in the here and now). We will be continuing this time by developing the idea of the ‘Quiet Mind’ with a focus on utilising the submodalities of our inner speech.

‘Free your mind.’
Morpheus (The Matrix)

The Arena: a personal account
As I sat quietly one afternoon, eyes closed in a light meditative trance, I chose to ‘observe’ the workings of my mind. Images flashed from time to time, but most prevalent was the internal dialogue. Firstly, there was the familiar ‘mainstream’ Narrator. To explain...this is usually in my own voice and is clear and ‘near the surface’ of consciousness.

This Narrator is me ‘talking to myself’. It is often very practical, like a planner working out his to-do list and schedule. It can also be me thinking through an idea or model or theory. It is there when I write and I have often had the experience of articles and stories ‘writing themselves’...as if they are not written by me but through me. From conversations with others, I believe this is quite a common experience...getting into the writing groove...in flow and on track as it were.

Sometimes, the Narrator can get carried away, sounding out imaginary conversations I might have to have with someone (or would never have!) or sometimes giving marvellous presentations. When the Narrator goes ‘out of control’, it acts as a worrier, particularly in the middle of the night if I wake up and can’t get back to sleep.

However, when I quietened the Narrator, I found that other more random thoughts ‘came to the surface’ and submerged again. After a little while something dawned on me. The internal dialogue was not always a singular ‘voice in the dark’. Sometimes I became aware of multiple layers and streams of thinking, coming from different directions with a range of tonalities (and submodalities). Some of it was audible and understandable; some of it was distant and mumbling...I’m not even sure that all of it was in English! As I stayed ‘meta’ to the noise, I felt like I was in the centre of an amphitheatre with thoughts coming at me from all around. As I came back into the room, the external world created a distraction and these thought streams became unconscious again. After repeating the process a few times and discussing it with others, I called this multi-directional panorama: the Arena.

I began to get fascinated with the qualities of the internal dialogue. Not just the content (which will be...
The unconscious mind is a curious thing

The unconscious mind is a curious thing and it appears to be very creative. Consider your dreams for a moment, when the theatre of your unconscious mind is at play. You will find yourself interacting with a host of characters, some known to you and others unknown. Each dream-part will have a voice of its own. I believe that internal dialogue uses the same unconscious mechanism.

It’s not what you think: it’s the way that you think it

In the next article we will be eavesdropping on what our internal dialogue (and parts) might have to say, but this time we are tuning in to how our internal dialogue endeavours to be heard.

Each thought-stream of internal dialogue will have its own submodalities (qualities). Even if you are only aware of one inner voice at any given moment in time, take a moment to ‘observe’ it. Ultimately, if you want to experience a Quiet Mind, it will benefit you to familiarise yourself with what is actually going on in there! Then you can decide what you want instead and work with the submodalities.

So, if you wish to explore further, imagine you are entering the Arena of your mind. Listen to the qualities of the thought-stream(s) and use the questions below to determine (and write down) the particular characteristics.

- Where is the voice coming from – which direction/spatial location – in front, behind, left, right, up, down?
- What distance from you is the voice – close, far away?
- Whose voice is it – is it yours or someone else’s? Is it familiar or unfamiliar?
- If the voice had an age, what would it be? Adult, elderly, childlike?
- What state does the voice portray, e.g. angry, sad, authoritative, kind, worried, excited?
- What accent does the voice have?
- What language is it speaking?
- What is the intensity level – soft, gentle, harsh, light, heavy?
- What is the pitch – high, medium, low?
- What is the volume level – quiet, ‘normal’, loud?
- What is the speed or tempo – fast, slow?
- What is the musicality – melodious, grating?
- What is the duration – continuous, intermittent?
- What is the degree of clarity – clear, distorted, muffled, in ‘focus’, out of ‘focus’?
- Are there any other sounds linked to the voice – music, noises?
- Are there any significant images, feelings, smells or tastes associated with the voice (if so run through the submodalities of the other senses)?
If you have written down your responses, how do you feel about that thought-stream voice now? If you would like to feel differently about the voice and want to make changes, what submodalities could you play with? For example, most people find it harder to take a critical voice seriously if it sounds like Mickey Mouse, Scooby Doo or some other cartoon character! Alternatively, if the internal dialogue is harsh and unfriendly (e.g. saying ‘what a silly fool’), try changing the voice to soft and seductive!

You might really want to go to town here and use the ‘submodality map across’ process. Who would you prefer the voice to sound like? Go inside and run a positive outcome statement through your mind (e.g. ‘you can do it’) giving it a voice you would like to hear more of. It could be your own voice when you feel motivated and confident, or calm and relaxed. You might use the voice of someone you admire, or an actor/actress who is compelling and easy to listen to. Once you have a phrase and a voice that works for you, you can run the full map-across using the new voice as the improved ‘template’.

The Quiet Mind: releasing internal dialogue
Some people find that their internal dialogue is intrusive, critical and negative. This could be the Narrator, which tends to be in ‘I’ form (e.g. saying ‘Why have I done that? I’m such a fool!’) or some other voice, which is usually in ‘you’ form, as if we have taken it from someone else (e.g. saying ‘Why have you done that? You fool!’)

If the internal dialogue is unwanted (or you wish to be free of it for a while), whether it is the Narrator or some other critical voice, you might for example: change the submodalities (as above), investigate the intentions (which we will be covering in the next article) or quieten your mind.

The Quiet Mind is a meditative, mindfulness type approach. It is about coming back to your ‘Zero Point’, the here and now. When you are ready to quieten your mind, firstly tell the internal Narrator to ‘stop’. Then imagine stepping into the Arena. ‘Observe’ other internal dialogue (noticing the submodalities) and then use the Narrator to tell the other thought streams to ‘stop’. This may happen initially by stopping each thought stream one by one, the Narrator acting like the conductor of an orchestra.

There will be gaps of true silence and then if another thought stream enters the arena, tell it to stop. After having done this a number of times, I can now say to myself ‘Quiet Mind’ and the whole Arena tends to hush! As a side note, this is the most effective way I have found of getting back to sleep if my mind is buzzing with activity in the night.

As an alternative approach, some people find they can turn the volume down on the internal dialogue, as if turning a volume control down to silent. I find this approach useful if I want to become more aware of the external sounds (which seem to come up in volume as the internal dialogue goes down, but maybe that’s just me!)

So when you are ready: Stop...

FOR FURTHER READING AND EXPLORATION
Steve Andreas, Transforming Negative Self-Talk.
Joe Cheal, ‘The Zero Point’.

Joe Cheal is an NLP Master Trainer and has been working with NLP since 1993. He is a partner in the GWiz Learning Partnership (www.gwiztraining.com), transforming people and businesses through the fields of personal, professional, leadership and organisational development. He holds a degree in Philosophy and Psychology and an MSc in Organisational Development & NLP. He is the author of Solving Impossible Problems and is the creator and editor of Acuity: The ANLP Journal. He can be contacted via joe@gwiznlp.com.
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Do We Expect Success Too Quickly?

By Eve Menezes Cunningham

Many people blame shows like The X Factor for our ever growing need for instant success. Simon Cowell recently told Oprah Winfrey that, while partly to blame for the current ‘fame’ epidemic, he’s still surprised at how instantly some people expect success.

He’d interviewed someone a few days earlier telling him that he could enjoy the ride and in 15 to 20 years, expect great success. The man looked shocked as if six months would be too long to wait.

I was surprised, in researching this piece, just how many people who appear to be very successful still don’t feel that they’ve made it. Others were spurred by wanting to prove naysayers wrong.

Sue remembers telling her school careers adviser she wanted to be a teacher. The careers officer said, ‘No, no, no. The handbag factory at the bottom of Whitehill is the place for you, dear. Don’t be so silly.’

Sue went on to get a Teacher of the Year award and has since become Head Teacher at a school where she honours as many children as possible for different types of achievements. ‘I don’t feel successful as I’m always learning,’ she adds, ‘and I still don’t have a handbag.’

‘I never feel like a success,’ says Phoebe. In spite of regularly writing for national newspapers and magazines and appearing on TV, she says, ‘I actually get embarrassed telling people what I do as I think they’ll look at me and just think I am lying! Whenever something in me needs to finish what I start’

I get a new client or contract, I am always convinced they have made a mistake and think I am either someone else, or far more qualified than I am. Even with long-term clients, I can never relax - I always think they will eventually realise I’m not who they thought I was. When I reel off my achievements for a CV or profile, I can see I have achieved a lot but I still put it down to luck or other people making dodgy judgements.

Hoopla (www.hooplaimpro.com) founder Steve Roe, who runs improvised comedy classes, courses and shows says success means, ‘Doing what gives my life meaning as much as possible. Passionately pursuing what I’m interested in and having a happy life with my fiancée and family. Doing something in the world that wouldn’t exist if I wasn’t here.

‘I’m notorious for never being happy with our shows/events/workshops. Sometimes not being satisfied is a big driving force to make things better.’ When he feels momentary success, ‘that feeling doesn’t last long and I think that’s just human nature. I now also like that side of me and find it useful and almost comical. Emotions can drive you towards a goal and then when you get there they are like, “Only joking, there’s something else.”’

He loves seeing people turn up at workshops, ‘have a really great time, and blow my mind with what they are able to improvise. I think when the workshops really took off like that was about two years ago, so six years after I started.’ Between the teaching and performing, Steve lives Impro: ‘It’s an amazing feeling to realise that I’m now surrounded by amazing beautiful people my whole life. The more you do, and the more public you get, the more you open yourself up to criticism. We’ve done loads of really amazing shows which I’m happy about, but we’ve done some s***y ones too. As you grow you have to be able to learn from criticism, make it constructive, take from it what you can and rearrange your emotions a bit! Aristotle said “The only way to avoid criticism is to say nothing, do nothing, be nothing” and I’m not going to do that!

‘Don’t seek permission to do something. The only person who knows what you should do is you, because nobody else is living your life, so only you can give yourself permission and only you can take responsibility for what you are doing.’

I get a new client or contract, I am always convinced they have made a mistake and think I am either someone else, or far more qualified than I am. Even with long-term clients, I can never relax - I always think they will eventually realise I’m not who they thought I was. When I reel off my achievements for a CV or profile, I can see I have achieved a lot but I still put it down to luck or other people making dodgy judgements.

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‘Don’t seek permission to do something. The only person who knows what you should do is you, because nobody else is living your life, so only you can give yourself permission and only you can take responsibility for what you are doing.’
Heather Mason (www.themindedinstitute.com) trained me as a yoga therapist for mental health and I remember her telling us that she’d got in touch with Confer (big therapy conference organisers) offering to speak about mind-body therapies and they said, ‘No thanks’. But then they came back and asked her to help put on an entire conference around yoga and other body therapies.

‘There’ll be another yoga therapy conference in 2014,’ she smiles. ‘For me, success means being fulfilled with what you do. That’s why it means different things to different people. With this work, it was successful from the very beginning. I was listed in Time Out for teaching before I’d even taught for depression. I think part of the reason I’ve been successful is that I’m doing what life wanted me to do, I feel like I’m going with the grain of life.’

I know Heather pretty well now and do some PR, social media work for her so while this sounds very floaty and zen, she works incredibly hard for all she’s achieved. ‘I do work hard,’ she agrees, ‘but maybe that’s part of it. When you’re doing what you want to do, it’s not so hard to do it. One thing I’ve learned is that, on the road to success, things that you’ve built up will crumble before you. Usually, in my career, when things crumble, it’s because something better is coming. It offers the opportunity to grow something more substantial. Success includes finding happiness in the journey.’

Laban Roomes founded luxury gold plating company Goldgenie (www.goldgenie.com) and won investment on Dragons’ Den a few years back. His clients include the Beckhams, Elton John and Simon Cowell.

‘The way we live in our culture, everyone expects things now,’ says Laban. ‘Fast food, fast relationships. Rome wasn’t built in a day. Have patience, conceive an idea, set a plan, then achieve it.

‘I always knew I’d be a success but in between always knowing there are times when you’re like, “Wow, when’s this going to happen? I thought it would have happened by now”. But I always knew I’d be successful from a young age. I always visualised the house I’d live in. My son pointed out a book I wrote in 2001 and said, “Look, you’re living in that house now!”

‘In terms of performing, I had (and have) pretty low ambitions, so a relative level of success was pretty easy to achieve,’ says Paul Oswell (www.pauloswell.com). ‘A year after I started writing, I had put together and performed a Fringe show, so that felt like success. The next level was a theatre booking for my show, which took about 18 months.

‘If you have the talent, then success is there to be found quickly. I can see the value attached to years on the circuit and practising, but overnight sensations are possible. I was looking for gigs early on to get experience and a performer I really liked said, “Bring the show yourself”, which has always stuck with me. If there’s no avenue for you for exposure, make it yourself. Book a small venue and do a show yourself and it will be scary and hard work but it’s way better than waiting for something to happen - there are a million people vying for attention, so be your own promoter. Book yourself.’

‘Success used to mean money or some sort of undefined professional achievement,’ says Keris Stainton, author of Della Says: OMG!, Jessie Hearts NYC and Emma Hearts LA (www.keris-stainton.com). ‘Now it really means liking myself and enjoying what I do.’ After a lovely first book launch, Keris was almost disconcerted to not have ‘that horrible feeling that I’d embarrassed myself in some way. Each time I woke up during the night, my brain would probe around for some humiliation and then be surprised to find there wasn’t one. It was a perfect night. Then the following morning I got up early, walked down to Westminster Bridge and looked along the Thames and thought about how far I’d come. Cheesy, I know, but it’s one of my favourite ever moments.

‘I spent years thinking I was scared of failure when I was actually scared of success. It was only when someone asked me to imagine myself as successful and I had an instant, disgusting, physical reaction that it became clear to me. And that changed everything.’

‘It is possible to have amazing successes with NLP in a very short period of time,’ says Marilyn Devonish (www.TranceFormationsTM.com). ‘My life literally transformed in the space of just a couple of weeks. On a wider scale, when it comes to something like building a business and honing your skills, I do believe that a period of time will be involved to “get it in the muscle” and know that you have the ability to deal with whatever comes up. Once any planning and strategising has been done, the key thing is to take courage and take action. Sometimes an idea won’t fully take form until it has been put out there and the first steps on that journey to success have been taken.’

Find out more about Eve Menezes Cunningham’s NLP, counselling and other services at www.feelbettereveryday.co.uk.
Maggie Albrecht

On 11 October, I completed my last day trekking along the Great Wall of China for St Christopher’s Hospice. It was an absolutely amazing experience; I met some fantastic people, saw stunning scenery and learnt a lot about myself in the process. The most fascinating aspect for me was viewing the interaction within the group, from an NLP perspective. There were 28 of us and by day two the group had very clearly split; the fast walkers at the front, the not so fast at the back.

The assumptions started quietly. At the back of the group thoughts quickly turned to what the faster group thought of those at the back. At this point their assumptions were completely wrong, however, over time, they changed the way the two groups were interacting. There were those who were un-phased by such thoughts, and those who seemed to be consumed by them. Over time, these preoccupations began to divide the group and cause resentment. That’s the problem with assumptions; they can end up becoming self-fulfilling prophecies. Herein lies the power of being ‘at cause’.

As for me, I personally had an amazing time, honed my state choice and overcame a fear of sheer drops. What this has taught me is that group dynamics are a fascinating force and the art of seeing things from different perspectives, and not jumping to conclusions, is one of the differences that makes the difference.
Karen writes an irregular blog www.karenmoxom.com, which is often referred to in the newsletter. One blog in particular received a lot of positive feedback this year, so we thought we would share it with you.

**Guilty M’Lud**

*Posted on 1 October 2013 by Karen Moxom*

What exactly am I guilty of today?

Well, after many years of being on the personal development journey, I realised, very recently, that on a number of occasions in the past, I have used my personal development knowledge to beat myself up.

Yes, I was guilty of assault…on myself!

In the past, when things got less than easy, the first thing I would do was to let my inner voice join in and have a go…‘with your NLP skills, you should know better’ or ‘If you were good at personal development, you’d know how to deal with this’…believe me, I could find 101 reasons why I should be handling any situation ‘better’!

Would I have said these things to my best friend, if she had shared her challenges with me? Where was my compassion for myself? What happened to treating others how I would like to be treated myself…or rather treating myself how I would treat others!

Luckily, my self imposed ‘sentence’ for this misdemeanour has been to spend 2013 learning to love myself, have compassion for myself and really put myself back into the equation of my own life. To be honest, this has become a life sentence I am fully committed to and I am enjoying every minute of it.

And the reason I share this is because I was talking with a member of ANLP the other day, and she invited me to have the courage to share this with others…because I might just be surprised to find I’m not the only one who uses my personal development knowledge to beat myself up.

If any of this resonates with you, then I would encourage you to be as gentle, compassionate and understanding with yourself as you would your friend.

Karen’s Blog

The Rapport team wish you all a very happy and prosperous new year, filled with kindness and self respect…
Training Evaluation
the NLP Way

By Sue Knight

My induction
The sound of whistling echoed around the aircraft hangar. We waited expectantly. This was the start of one of the Squadron Leader’s practice training sessions. The topic: the Doppler Effect. The whistling was the attention grabbing part of the introduction designed to communicate the way sound changes; the theme of the session. The whistling suddenly stopped. Politely we remained seated. Eventually someone decided to look outside. The man had tripped over a cable and was unconscious on the other side of the hall! I never did learn more about the Doppler Effect that day.

I was a delegate on an RAF Instructional Techniques course – the only woman and the only civilian. How come? In the first few days of arriving there I asked myself that question often, first when I could not remove my new knee-high boots and had to call the batman to do that for me and the following morning when rising from the breakfast table to serve myself at the buffet all the men at the table (and there were a lot) stood to attention! I subsequently piled everything I might ever want to eat during the meal on one plate to save the embarrassment of this ‘courtesy’.

In the early 1970s there were no business Training Techniques courses that my manager could find. He had attended one of these IT courses in the RAF and decided it would be the best thing for me in my role as a Lecturer in the Engineering Training School in English Electric. He was right.

I learned how to structure a training session. I learned to introduce a session with an attention grabbing start that illustrated the theme of the session. One of the more successful ones (in contrast to the Doppler Effect) was on Surprise in Warfare. Once again we were sitting waiting for...
the start when there was a loud explosion at the back of the room illustrating that surprise can be in size, location and timing!

The material for the session was timed so that every stage lasted between 10 and 12 minutes and material was categorised: A for the Must Know learning points, B for supporting material and C for material that could be included if there was time – and all in different colours so they could be distinguished at a distance.

Training trainers
Some years later when English Electric had become International Computers Ltd (ICL) and I was working in the Management Training Department, I specialised in training trainers from within ICL and its clients. My speciality was measuring and evaluating training. Most people, I found, didn’t have a clue how to do this. I find that is still true for measurement of any kind of goals in business especially. What passes for objectives are often activities, topics or plans.

A training objective in NLP terms is a non-self-maintained outcome; the only place where I believe this is appropriate in that you are running training to achieve changes in the learners’ behaviour, so theoretically outside of your direct control but undoubtedly within your influence.

Anyway, a simple principle to keep in mind – Training/Learning objectives start with the clause: At the end of this session/at a later point after the training back at work/during the session as indicators of the learning being achieved… (And here it is) …the learner will be able to… And what follows will be a description of a new observable, hearable behaviour that the learner now demonstrates that they did not demonstrate before. Anything that starts with ‘students will understand or discuss’ is not a training objective nor is anything expressed in the form of ‘what a trainer will do or present’. A list of topics is not a list of training objectives.

If you want to measure that someone is operating on the basis of the NLP presuppositions (what I call the Beliefs of Excellence) then it is not enough to say that they can list them or that they can discuss them. It may be enough to say that for each one the student demonstrates on a daily basis examples of behaviours that they and a mentor have agreed will be a demonstration of them holding that belief…and so on. If you are not sure how to set this kind of objective then try the Miracle Question.

The Miracle Question: thinking about your training session and your students, tonight you go home, go to bed and go to sleep. You wake up and overnight a miracle has occurred – your students have all gained the learning that you wish them to have as a result of your session. How do you or anyone else know? What do you see and hear your students doing that illustrates they have gained the desired learning? Voilà, you have your measurable learning objectives!

My very first NLP training course
At the time I attended my first NLP course (a Diploma course as it was called then) managed by the UK Training Centre (UKTC) I had worked for years at ICL – in technical roles, in Sales, in the computer education for schools department where I was responsible for the IT education of the teachers in schools involved with our project, in the Communications training team, and the Management Training Department where I was involved in Behaviour Analysis training working alongside the great Peter Honey.

I would sit for hours marking every behaviour in group discussions into categories so that we could statistically analyse which behaviours had what influence. Boy did that teach me to concentrate! And finally, when I left to form my own training business, I then heard of NLP with no idea what it was. I could not have told you what it was for the following two years but I loved the experience and I knew this had a role in my life and in my future career.

I was blown away by the charisma, the confidence and the provocation of the trainers on this remarkable course. Most were from the US, people like Robert Dilts, David Gordon, Barbara Witney, and for me – the most profound – Gene Early. And to top all of that they were assisted by the equally amazing Eileen Seymour Watkins and Graham Dawes.

Some of my previous convictions about training were blown through the roof. I remember David Gordon in response to a ‘tricky’ delegate who was challenging the ‘scientific’ nature of studying the structure of behaviour, reply ‘Hey buddy,’ with a mischievous smile on his face, ‘this is what I do. I study the structure of experience. This is what I teach. If you don’t like it you’re in the wrong queue!’ Gobsmacked does not adequately describe what I felt at that time. A belief reforming moment!

And now?
Oh, how things have changed. First of all I draw on the definition of NLP. NLP is the study of the structure of subjective experience. I often say to trainers – take the hint: it is a study of experience not a study of a transcript. Trainers are now in the realm of being designers of experience much more than they are writers of presentation notes. And lo and behold, what does that suggest? The Learning Cycle: we experience, we study with our skills in sensory acuity, we draw conclusions in the style of modelling and we turn those conclusions into plans that we test out. Remember the TOTE model? It comes into its own here.

What have I now learned? Well, it has been a remarkable journey with great role models; Gene Early continues to be my exemplar, darling Frank Farrelly who sadly died early this year, David Grove whose skill...
A training objective in NLP terms is a non-self-maintained outcome

with words and space astounded me and who also tragically died young. Thank God for modelling; we have some of the essence of his genius.

And what else? Well, I have learned how to create visions for delegates and hold a learning space for them, to wait patiently till the student ‘shows up’ (metaphorically) with an invitation for a unique learning in a unique moment, to speak to the essence of a person, to speak to one and be simultaneously speaking directly to others, to use my whole body to communicate a learning, to be the answer rather than say the answer, to know that everyone already has the answer to their questions and to find a way for them to realise that, to use space, to create a safe trusting learning environment, to be vulnerable, to model my own deepest truth to inform the structure of the training, to teach to students’ unconscious minds, to design experiences that presuppose the learning, to start on the assumption that the end is already fulfilled, (I was impressed with my son’s training in the Marines – on starting the training as 2nd Lieutenant they assumed he was one already).

I have learned to be prepared to show my emotions, to receive feedback no matter how it is given, to let go of any ‘have to’s’, to say I don’t know, to be provocative, to work real time and be not, to be naïve and curious and questioning, to let my ‘I’ ness virtually cease to exist (thank you David Grove), to put the accountability for the learning right back where it should be with the student (thank you Frank Farrelly), to get to the truth of who we are and to spread that truth to the world (thank you Gene Early). And finally, I have learnt to be outrageous and be true to myself and have fun! All of this I have been able to learn on that solid structural foundation that I got so many years ago. Oh, mind you, the flipchart writing is slipping a little lately. Maybe it’s time for a top up at the RAF IT course…

And finally

As Richard Bandler is fond of saying NLP is a process leaving a trail of techniques in its wake. The techniques are not NLP; the process of discovering them is. In 30 years my trainings have changed beyond belief. And so they should.

I sometimes hear people say ‘So what is new in NLP?’ NLP is about constantly discovering the new! If you are doing today what you were doing last year then you are not living with the operating system that is NLP. If every day is full of discoveries and amazement and learning then you probably are!

Ah, I see a plane in the distance. Interesting how the sound of its engine changes as it passes overhead!

Sue Knight is an international trainer, speaker and coach specialising in NLP. With her best-selling book NLP at Work (now in its 3rd edition and translated into 20 languages) she pioneered the use of NLP in business. Sue has been running her own business for well over 20 years. You can learn more about her work here www.sueknight.co.uk. She works around the world predominantly in the UK, France and India, but also in Australia, New Zealand, Turkey and the US. Sue is reported to bring out the heart and soul in business and works a lot with humour.
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Amazing Ageing

David Buswell recently published Amazing Ageing: The Psychological Survival Manual For Those Approaching Older Age. We invited him to tell Rapport about it.

Rapport: Why did you want to write a book about ageing?

David: It goes without saying that ageing is inevitable, unavoidable and inescapable, but I’d noticed that some people were appreciably better at it than others and I was curious about the difference that makes the difference between the ones who live a remarkably happy, active old age and the ones who don’t. So I started to research the subject by reading, talking to older people individually and in groups, and by observation. Just listening to and watching people with an open but enquiring mind can be most insightful.

Also, I felt the focus of 21st century society is principally, if not exclusively, on the physical aspects of getting older; partly because ageing attracts huge costs (such as the NHS, long-term care and housing for the elderly) and in part because there are mega bucks to be had from the billions we spend on anti-ageing products. The experience of older people is that this focus on the physical has its limitations with few of the diets, creams, pills or potions living up to their promise; they don’t necessarily make things worse but they are expensive and the benefits short-lived. By contrast, ageing amazingly is permanent – it will almost certainly last people to the end of their days – and need cost no more than my most reasonably priced book!

Rapport: What is the difference that makes the difference?

David: It is not about focusing on the physical! Our body will deteriorate and decay. But we are more, much more, than our body; we have a mind, what I call the ‘inner you’ – this is the part of us which includes our conscious and unconscious processes and acts as our central controller; and we have a soul – the part of us that is beyond personality.

It is the ‘inner you’ that makes the difference because this is where we can change and grow even while the physical body is deteriorating. We can choose, if we wish, to take control and be master of what we think, what we feel and how we behave.

Working on the inner you is important because, as we age, the challenges multiply. We suffer because we hang on to the past; losses proliferate and regrets pile up. We cling on to outmoded values and beliefs, we become more isolated and lonely, less visible and more marginalised. There is both too little time and too much, we can find ourselves living in the past while dreading the future, we can become rigid in our thinking. Sexual potency wanes and it is easy to slip into intolerance and ingratitude.

What can make a significant difference to our ageing is to adopt the four cornerstones and the six pillars of Amazing Ageing. The four cornerstones are:

1. Choice. We have a choice. We always have a choice. We can choose our own life and how we will live it; we can choose how to respond to the changing fortunes of our life. We can choose to live amazingly, or to stay right where we are.

2. Letting go. We can choose to let go of what has kept us stuck and, in so doing, create space for the new to emerge. Buddhism talks of craving (or attachment) and how this attachment brings sorrow; the antidote, which will release the suffering, is non-attachment, the letting go of people, objects, ideas to which we adhere.

3. Acceptance. When faced with uncomfortable or painful situations, we have three choices: to fight and resist; to give up; or to accept things exactly as they are. In some circumstances, fighting or giving up may be the appropriate response; in others, particularly those where we are powerless to control events, acceptance will starve the crisis of energy and deny it its power.

4. Gratitude. The ability to notice, appreciate and savour all parts of life is crucial to well-being and a 2003 study confirmed that people who count their blessings and are thankful for them tend to be healthier and happier.(*)

The four cornerstones support the six pillars. While the cornerstones are essential to amazing ageing, the pillars are the icing on the cake.

- Be positive. We can choose to be grumpy or happy. People who are positive have more energy and live longer.
- Be realistic. It is one of the givens of ageing that it is more difficult to keep things in proportion. Fears and anxieties can spiral downards into depression and hopelessness. To develop realism, we should stick to the facts, look for the evidence which supports or refutes our thinking, and make the issues as concrete and real as we can.
- Take action. Taking action reduces anxiety and helps us to stay grounded. Doing something is better than worrying about it. Taking action gives us confidence: once we have confronted something head on and acted, we have the confidence to do it again...and again.
E BE FLEXIBLE. Inflexible thinking narrows our field of choice. If we want greater flexibility, then we can change our thinking, our responses to events, and our behaviour, avoiding the temptation to think in the way we have always thought, to react in the same well-worn pattern, and to do things as we have always done them.

- No rules. Rules which are self-imposed or ingested from others (parents, teachers, etc.) place limits on possibility and restrictions on freedom. If we throw the rules away, the vista widens and new opportunities and possibilities emerge. Thomas Edison said, ‘There are no rules here. We’re trying to accomplish something.’

- Be resilient. In the nursery rhyme, Humpty Dumpty fell off a wall and could not be put back together again. Whoever Humpty Dumpty was, one thing is for sure, he lacked resilience; otherwise he would have picked himself up, put himself together again and climbed back onto the wall. To be resilient is to be able to recover from setbacks and return to a state of normal functioning, unimpaired. To have resilience is to have emotional bounce!

The pillars and cornerstones describe what we can do to age amazingly.

Rapport: So far, so good... But how do we do it?

David: Excellent question! For me, the what to do and the how to do it are the critical components missing from everything I have read about non-physical ageing. I wanted to correct this by first describing what we can do and then providing some exercises to help develop the desired inner state.

In devising the exercises I drew on my knowledge and experience of NLP, Psychosynthesis and Buddhism. Being practical and hands-on, NLP is the perfect counterbalance to the spirituality and mysticism of Psychosynthesis and Buddhism; with NLP the ‘problem’ is identified, the technique is applied, the change is tested to ensure it is robust and reliable. Some of the NLP approaches I use in the book are:

- doing the Evening Review to develop and strengthen gratitude
- becoming aware of deletion, distortion and generalisation and challenging this thinking so that we remain positive even when confronted by apparently negative events
- reframing the meaning of an event or experience by taking it out of its original (negative) frame and putting it into a different (positive) frame
- thinking and behaving with elasticity to develop flexibility
- rewriting the rules by using the Meta Model to challenge the Modal Operators of Necessity and to substitute them with the Modal Operators of Possibility.

Psychosynthesis is a transpersonal psychotherapeutic model developed by Roberto Assagioli, an Italian psychiatrist. The therapeutic aim is to synthesise the many different (and sometimes conflicting) parts of our personality, to harmoniously integrate, for example, those parts of us that are loving and critical, peaceful and aggressive, sensible and irrational in a holistic way, such that we evolve to achieve our highest potential.

Buddhism is a way of life, a way of thinking and a way of living. It is but one way, not the way; nor is it a religion, although it has elements in common with other religions (a moral code, for example). The Buddha’s teachings deal with reality and truths that can be incorporated into everyday living.

Rapport: Why did you write the book now?

David: Having first become curious about what factors enable some people to age more successfully than others and then thinking that there has to be a better way of ageing than spending money on unproven anti-ageing elixirs, I felt a strong inner compulsion to get writing.

Conveniently, the timing is demographically apposite: the UK 2011 Census shows that 9.2 million people in England and Wales are aged over 65 (an increase of more than 10 per cent since 2001); the number of people aged over 90 rose by more than a quarter over the same period; and the number over 100 rose by two thirds. Getting older may be a voyage into uncharted waters, but a lot more people are doing it!

Rapport: Why are you the best person to have written this book?

David: I am certainly not the only person who could have written it, and it is arguable whether I am the best! However, I am the person who did write it and my chief credential is that I am in my 60s and wondering how to make the very best of the life that remains to me. In a way I have written the book I need to read!

In terms of my ‘technical’ qualifications, I am a qualified Psychosynthesis counsellor, and I trained with ITS on the NLP Practitioner, Master Practitioner, and European Certification Coaching Programme.

My curiosity about ‘what makes the difference’ propelled me into exploring and working with performers to understand the factors which lead to peak performance and those which contribute to performance anxiety and stage fright. One outcome of this is Performance Strategies for Musicians a self-help manual for those who suffer from stagefright and/or wish to perform at their very best.

I’ve a range of interests outside my working life – I love walking in the Northamptonshire countryside with my dog Charlie, I’m a pianist, organist and choir trainer, I have cycled from St Malo to Montpellier, and round the coast of Scotland from Glasgow to Inverness. Once: ♻

REFERENCE

**BOOK REVIEWS**

**Think Like an Entrepreneur: Your psychological toolkit for success**

Robbie Steinhouse and Chris West / £12.99 / Prentice Hall

[Review by Payal Gandhi Hoon]

*Think Like an Entrepreneur* is a step by step, comprehensible and well-structured reckoner for any first time entrepreneur. The book covers key elements in an entrepreneurial journey from beginning to the end, i.e. starting a business, establishing and moving on. Certain chunks are more content rich than others. What makes it interesting and unique is the approach of weaving NLP with entrepreneurship. A prior understanding of NLP would help grasp the NLP techniques better. What the reader would most benefit from is the ‘change yourself’ section at the end of every chapter that offers useful ready to use tools catering for the ‘How to’ aspect of NLP, which really is the highpoint of the book. The content layout and the summary boxes are very well managed in the book and certainly a great help in reviewing the content in one go.

**Personality in the Classroom: Motivating and inspiring every teacher and student**

David Hodgson / £24.99 / Crown House

[Review by Naushabah Karim]

*Personality in the Classroom* by David Hodgson is extremely informative, detailed and well thought out whilst still easy to read and relate to. If you question yourself after engaging with children and wonder why some do not take on board what you say and rub you up the wrong way here the author explains why the friction is possibly occurring, it’s the interaction of specific personality types. The author’s wealth of knowledge is grounded in reality. He is a trainer of educators in Jungian personality type theory and its applications in education. There is a good balance of facts and figures with fun information making the book accessible and enjoyable. We learn that we tend to have strong tendencies to four personality traits and in order to be more rounded personalities there are another four that we can develop. He describes lots of activities that we can undertake to develop the weaker traits. The practical approaches he describes will encourage teachers to find new ways of meeting the needs of individual learners. The use of metaphors is clever; like cats, birds etc. to describe personalities. When you have worked out your personality type you will be labelled a particular animal. He relates many examples of famous people and their animal types, as well as historical events from the past and present. You can work out what personality type John F Kennedy was just by reading his speech. The most important message of this book appears to be that communication can be effective between two people if we can understand how each prefers to communicate and learn. For example, if you have a ‘seahorse’ student then amongst their traits as a child is ‘sensitive and emotional dreamers can be clingy toddlers’. The book is overflowing with useful interventions and information on communication styles and behaviours of teachers and learners. There are endless examples of ways to improve and meet the needs of different personalities in the classroom. It’s a brilliant reference book for anyone interested in improving communications. If it all gets too much (257 pages) you are treated to summarised tables of how to deal with different personalities and problems straight away in your life. The author’s expertise on the topic is commendable and this is a highly recommended resource.
Conversations with Milton H. Erickson MD
Edited by Jay Haley

The three volumes in this series present the lively discussions that took place over a period of 17 years and were recorded as part of Gregory Bateson's project on communication and therapy. Included in these conversations were John Weakland and Jay Haley who were specializing in the study of Erickson's ways of changing individuals and occasionally Gregory Bateson. The conversations presented here, which were edited by Jay Haley were not conducted or recorded with any idea of publication or with an audience in mind and therefore they contain much of Erickson's personality as well as his humor.

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Milton H. Erickson, MD
Edited and Narrated by Jay Haley, Madeleine Richeport-Haley, co-editor

Dating back to the mid 1950s, some of these recorded conversations (which have been greatly enhanced) took place as part of Gregory Bateson's research project on communication while others took place when Jay Haley consulted with Dr. Erickson about therapy. The primary value of these tapes lies in listening to Erickson talk about how he did therapy and experience his style of communicating those ideas, his voice inflections, intonations and pacing.

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Cuddle ME!

By Lynne Copp

I was intrigued by an article in The Times, announcing ‘Britain is a nation in dire need of a cuddle…” Have we forgotten, or let go of the need for intimacy, due to our busy working lives? Fifty-five per cent of respondents said that they blamed the exhaustion of a busy day at work for choosing opposite ends of the sofa…and bed. Forty-seven per cent said that they believed that their partner was ‘not interested in hearing about their day’.

I find this sad…and in my experience, true. The demands of work and life are ever increasing. Our out of date, demanding cultures are placing too much pressure on our society and communities. If this situation is happening for couples, you can bet cuddles have also reduced for our children and others around us that we love. It is known that the elderly can be depressed, not just because of isolation, but also lack of cuddles. It is important for our wellbeing – it is an act of unconditional love…or at least, unconditional positive regard. Language, being with others and common purpose, combined with our need for touch (we are herding animals after all), is key to well-being.

I tested it yesterday in the workplace – for I am one that takes risks! I am a Non-Executive Director on a couple of Boards and, when I turned up for our Board meeting yesterday, I decided that a hug (albeit short, including a pretend kiss to each cheek and not too close!) was in order for the team that I had worked with on a few occasions. It was transformational! Not just for me, but for the team. The mood lifted, and the meeting, instead of being a stark, clinical creeping death through agenda items, was lighter, included laughter and finished earlier! There was much more cohesion, it impacted openness and allowed some candid and yet passionate discussion – all in a mood of respect and inclusion.

I agree it is one data point, but I had already done it elsewhere and with interesting outcomes there too. Now, I agree, there are some that would not relish the idea of being hugged by their emotive and gregarious peers, and this brings me to its link to emotional intelligence and NLP.

Emotional intelligence is not just about self-awareness and emotional appropriateness, it is about tuning in to others and understanding the impact that your behaviour has on them, and theirs on you. By ‘tuning in’ it presupposes that we have invisible radio dials that sense and touch the other person to assess their mood and emotion. Imagine if you could truly sense this? What a powerful leadership tool this could be for the good of all concerned.

The truth is, we can sense the mood of others; however, we get so involved in our own internal agendas and priorities, that we take little time to switch off our own radio channel and tune into the other person’s. What if, through NLP, we could model that mood and reframe it through language, leading/pacing and touch anchors? This surely would provide us with the key to employee engagement, not to mention better relationships with our spouse and offspring?

So here is your exercise for the week – please remember to tell me how it goes – and please apply this to work as well as to home. I have used a home example, just to illustrate the point, and to put your marriage/partnership back on track!

Begin by noticing self, become aware of your...
own physiology (i.e. breathing, stance, comfort), if you are home, get out of your work clothes, and wear something comfy (and cuddly). Notice your state, your mood, and begin to transform your mood by feeling where in your body you hold cuddles, what would a cuddle feel like there, in that place? Give it a size and a shape, give it a colour and a texture, feel the love of that cuddle and the positive intention of that cuddle.

Now, with your partner present, and in a place where you are together, allow your cuddle to remain where it is for the moment, and imagine that you are tuning out of your own body (maybe like a radio dial…you know it is still there and you can tune back in at any time), but slowly turn the dial to your partner, tune in to them, to their mood and state. What are you noticing? Then depending on the mood you notice, ask them a question: ‘I can sense you’ve had an interesting/stressful/tiring/exciting/happy day (decide the right word), tell me about it?’ In this exercise, you have to be what I say to my consultants about dealing with customers…you have to be ‘interested, not interesting’!

Allow your partner to talk, don’t interrupt, manage your acuity, noticing their responses and all the time, allow your radio to fine tune. As you do this, and as you learn more about their day, you can ask prompting and probing questions, like Clean Language questions: And then what happened? What happened next…and what would you like to have happen?

Then, and only when you know it is right, tune back into self, feel the cuddle waiting, and then ask: ‘Can I give you a cuddle?’ As you take your partner in your arms, imagine the cuddle inside you growing to encompass both of you, enveloping your partner in the unconditional love.

In the workplace, you may or may not be able to cuddle your employee! So in this case, send them the cuddle in your imagination, watch as it envelopes them and if a touch on the shoulder, a handshake or a smile anchors the cuddle, you will see the difference it makes.

Big hugs to you all!

Lynne Copp is the Founder of The Worklife Company and author of Dancing Round the Handbags.
Soul Trader
Putting the heart back into your business 7: Compassion

We’re up to ‘Compassion’, the seventh and penultimate principle, in the series of articles from leading life/business coach Rasheed Ogunlaru from his popular book Soul Trader – Putting the Heart Back into Your Business. Through the series Rasheed will help to coach you and your business whatever its stage, to help you win customers and opportunities as a NLP Practitioner/coach.

Our journey so far
We’re heading toward the end of our Soul Trader journey and so let’s recap how we have explored the first six Soul Trader principles so far.
1 Clarity: knowing who you are, where you want to go and what that journey may involve.
2 Customers: seeing life through their eyes and ensuring your service meets their needs.
3 Courage: believing in you, what you do and those that you are looking to serve.
4 Co-operation: building rich relationships to support you and propel you forward.
5 Conversations: ensuring everything you do and say is clear, crisp, appealing and compelling.
6 Creativity: employing the blend of inspiration, structure and spontaneity that works for you.

Now we are on the seventh principle: compassion.

Let love be your vocation, destination, liberation and medication. It is the only thing that will serve you in every situation.

Rasheed Ogunlaru

What’s love got to do with it?
Everything! If your heart’s not in it why are you? Love is a word that is not often used when it comes to business but it is essential. It is love, passion and the desire to do something new and true to you that may well have led you to pursue a career as a NLP practitioner or coach. It’s people loving the service that you provide that is key to gaining a following and for people to keep buying from you, leaving them with no choice but to willingly and enthusiastically recommend others to you. And it is that love for what you do – and doing it well – that will make you stand head and shoulders above others.

Love you, love what you do, love others too
Nothing in life has any value unless you appreciate it. And what’s more, in business nothing will be fulfilling to you or fulfil its potential unless and until it is created from love.

1 Love you: embrace who you are right now. See and value what’s already in place in your life and work. If you do not appreciate what you have right now you will not fully appreciate anything else when it arrives. Focus on your strengths, passions and talents.
2 Love what you do: if you don’t love what you do then stop right now and find another path. Being
your own boss will have its ups and downs and unless this is a journey and vocation that you truly love you will struggle with the bumps and the highs and lows. If you do love your chosen path in NLP then coaching will be remarkably enriching. But it goes further: carry out your work in a loving manner. They say home cooking is the best because it is 'made with love'. Perhaps putting your heart fully into what you do is the only missing ingredient.

3 Love others too: the moment you really embrace yourself then you can really embrace others. You may tell your clients this when you are helping them overcome blocks, fears and challenges but you need to take your own medicine to discover how beautiful and enlivening it tastes. Genuinely care about your customers, contacts, colleagues and everyone you meet.

Building your business by heart
When I wrote Soul Trader – Putting the Heart Back into Your Business, the original sub-title I gave it was ‘Building your business by heart’. For me this is the magical – often missing ingredient – in business. Authenticity is a hard thing to fake. Perhaps it’s your passion that led you to set up as a practitioner. If so you must never forget that.

Life – and business is just one aspect of it – is not about going through the motions it is about earnest motivation. You can do all the marketing you like. You can do all the courses you think you need to do. You can use every technique, technology and tool. But it is the fact that you genuinely care about what you do and those that you serve that will keep bringing customers through the door. And it will also be this that will keep you getting up in the morning even when clients, cash and opportunities seem to be eluding you.

Listen to your heart
Instinct – as much as intelligence – is one of the things that will make you exceptional as an NLP practitioner. Ultimately, they are a marriage and blur and blend into one. Listen to your heart. It will tell you when you need to rest – to avoid burnout. It will tell you when you need to take time out. It will tell you when you need to use another tool, technique or approach with a client. It will nudge you when you need to be creative and intuitive.

Nothing in life has any value unless you appreciate it

Try a little tenderness
When it comes to running a practice, consultancy, training company – or any kind of business – something interesting can happen. We stop seeing the people we meet as warm spirit souls and just see them as means to an end, cash in the till or leads to pursue. It is easy to become hard-headed and a tough taskmaster. We can be hard on ourselves and merely transactional with others. We feel that this is how we need to be to succeed. It is not true.

You need to be professional, focused, skilled and motivated but you will win more business by being someone that people like, trust, feel connected to, admire and are energised by. These are all what I call ‘tools of the heart’ and hallmarks of ‘Soul Traders’: Try it out. The moment you forget about the script you will start to be authentic and compelling. As your business hopefully grows in financial and/or practical terms this is important to remember. If you think about it, the fact that your old employers stopped caring about you is why you left. It’s the moment that we feel like just another person in the queue, on the database or phone that we stop buying from a business. Do not make the mistake that probably led you down the path that you are now walking in the first place.

When things get tough it’s all the more important that you are able to be tender. Love is the only thing that will serve you in every situation personally and professionally – and it will add an extraordinary quality to it.

Next time…
In the final two parts in the series we will first be exploring Change, the eighth and last Soul Trader principle – everything will change and it’s vital that you adapt with it. And then we will conclude with an insightful summary of how to succeed as a Soul Trader and how to use the principles.

COACHING

Rasheed Ogunlaru is a leading life, business and corporate coach whose clients include entrepreneurs, entertainers, teachers, healers and creatives. For more information about Rasheed or to get your copy of Soul Trader – Putting the Heart Back into Your Business visit www.rasaru.com/soul-trader. He also runs a ‘Soul Trader’ each month at The British Library.

Tip: how are you treating life?
People often comment on how life is treating them, but I ask how are you treating life? It is on this that your happiness rests. Never beat yourself up – be on your own side. It’s this approach that will help you master your craft and move forward when you hit hurdles in your business.
Coaching Tips and Secrets
By Kris Hallbom

Four easy steps to helping your clients set clear and achievable goals

An intrinsic part of coaching has to do with helping your client set clear goals for what they want in their career and in their life. The more specific you can help your client to be in setting their goals, the better the chances are that he or she will achieve them.

In NLP there are four conditions for setting a well-formed goal.

1. **Describe your goal in positive terms.** Be certain to indicate what you do want, as opposed to what you don’t want. Rather than setting a goal to not be nervous during a job interview, you can set a goal for being calm and confident. Keeping the goal positive will make it easier for your unconscious mind to sort for feelings of calmness and confidence. If you set a goal to not be nervous, then you will have to unconsciously sort for being nervous first.

2. **Is achieving this goal under your control, and can it be initiated by you?** Setting a goal for your boss to quit being a jerk is not a well-formed goal because you can’t control what your boss does. The only thing you can control is your own behaviour and attitude towards your boss. So instead, you could set a goal to be more assertive around your boss, or to simply ignore his behaviour.

3. **Define the sensory-based evidence for achieving your goal.** You can do this by asking your client the following three questions.

- How will you know when you have achieved your goal?
- What images, feelings and sounds will you experience when you achieve your goal?
- If you were to run a movie of you achieving your goal, what would it look like?

Keep in mind that the more specific you can be with these questions, the easier it will be for your client to get clear on the specific steps they need to take in achieving their goal.

4. **Be ecological.** Think about your goal, and define any possible downsides to achieving it. You may want to ask your client, ‘Who else might be affected when you achieve your goal?’

For example, one of my clients set a goal to become a successful Motivational Speaker who travelled the country. He knew his goal was possible to achieve because he was already a talented speaker, however, his goal ended up not being so ecological. After setting his goal, he thought about its ecology and quickly realised that achieving his goal would have a negative impact on his two small children because of all the travel involved.

He immediately decided not to do it because his children were more important to him than travelling around the country. Instead, he set a goal to start a training company in the city that he lived in, and to start writing books and creating DVDs. Within a short time his training company became wildly successful, and he was able to still go at home at night and be with his children.

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.
Our latest publications are here

ACUITY VOLUME 4
ENHANCING AND ADVANCING NEOU LINGUISTIC PROGRAMMING

Acuity is the anthology of shared findings and learnings published by the ANLP. It is designed to sit between Rapport magazine and the Current Research in NLP journals. It is a forum where the field can be enhanced and advanced; it is a place where pioneers can share ideas and like minds can discover developing dimensions around the NLP world.

Vol. 4 of Acuity includes:
- Macabre Metaphors
  James Lawley & Keith Fail
- Science and the Presuppositions: Scientific support for the foundations of NLP
  Richard Gray
- Modelling and a Development of the Satir Categories
  Joe Cheal

CURRENT RESEARCH IN NLP VOLUME 3

Current Research in NLP Vol 3 contains proceedings from the International NLP Research Conference held at the University of Hertfordshire in 2012.

The papers in this journal contributes to the widely-acknowledged need for a research-minded approach to NLP. The papers illustrate the welcome diversity of NLP usage and include papers by both academic and practitioner researchers, across sectors including education, health, business and psychotherapy. They report variously on NLP practice, conceptual issues and applications of NLP as research methods.

Vol. 3 of Current Research in NLP includes:
- What counts as evidence when researching neuro-linguistic programming (NLP)?
  Dr Voldis Kudliskis
- Benchmarking coaches’ skills: experiences of benchmarkers and of trainees being benchmarked
  Dr Susie Linder-Pelz
- It’s My Life: a case study exploring the role of the therapy relationship
  Lisa Wake

These publications are available to purchase on the ANLP website: www.anlp.org/spartcart/
Contracting
Getting Things Right from the Start

Whether we are working with clients for therapeutic or for coaching purposes, it is important to be clear about what is and what is not part of the relationship we are building. Andy Coote takes a look at contracting with clients for informed consent.

You, as therapist or coach ‘know’ the process and what might happen during it. Your client probably does not, so we need to set clear expectations and give good information about the process and what outcomes may – and may not – be expected. A contract will also define the roles, activities and duties – including confidentiality – of each party to it and ensure that any problems can be properly handled.

In this article, I will be focusing on the best practice in contracting with clients and the elements such a contract might contain. There will also be links to a number of resources where relevant information and guidance can be found. This should not be considered legal advice. If in doubt, seek appropriate advice before contract.

As providers of Professional Indemnity insurance to our marketplace, Towergate Insurance are as aware as anyone of the things that can potentially go wrong, ‘more and more “Particulars of Claim” in civil actions against therapists outline the claimant’s understanding of the original contract – usually differing considerably from the therapist’s understanding.’ They, along with British Association for Counselling and Psychotherapy (BACP) and British Psychological Society (BPS), recommend that a contract should be in writing and signed by both parties. Whilst a verbal contract is acceptable in law, it can be open to interpretation and the fallibility of memory. BACP also counsels against using ‘implicit consent’, suggesting that explicit consent is much more reliable and putting things in writing provides that.

Discussion of the contract and its signing should take place prior to any client work. It can be reopened and renegotiated if something significant changes or the client moves on to a different basis for relationship. If a client is reluctant to enter into a contract, it may be prudent to consider declining to treat or coach that client.

Again according to Towergate, as service providers we should be aiming to achieve informed consent. Informed consent means that the ground rules and procedures of the therapy or process as well as its potential risks and benefits should be given to the client at the start in writing. This should include roles and responsibilities, information about sessions, confidentiality, discussions with third parties and the use of ‘case’ material for training or research purposes, including the recording of sessions.

Let me expand on some of those areas.

**Ground rules and procedures**

It is not usually possible to be specific at the outset of a relationship exactly how things will develop, so a good outline of the principles that underpin the approaches you may use will be needed here. Explanation of specific interventions can be given at the time they are used.
Discussion of the contract and its signing should take place prior to any client work.

Potential risks and benefits
It is important that clients understand that they are part of an process in which they are expected to participate actively and to do so with openness and candour. In doing so they may find that they experience feelings and thoughts that will take them beyond their comfort zone. This zone of change can result in emotional change, too. Anger, tears, sadness, guilt, anxiety and fear may all come up during the process (coaching as well as therapeutic). In such circumstances, trust in you as the service provider is essential. Outlining the risks at the outset will help to develop that trust.

When it comes to benefits, be realistic about what benefits can be achieved and emphasise the partnership working needed to achieve them. Making unrealistic claims will affect the trust relationship and may, in some circumstances, be illegal.

Session related information
Here you can set out your approach to appointments, their duration, payment (including at session or in advance), cancellation periods and any late cancellation penalties. If you specify a number of sessions that are necessary to achieve a specific outcome, it can become part of the contract that those sessions take place.

Confidentiality
We’ve already talked about a trust relationship and confidentiality is key to that. Your client is likely to discuss very private matters with you (even when working content-free), so keeping those discussions confidential is essential.

There may be cases where your client will want records to be made available to another party and that should be done only to the extent they agree and with agreement in writing. In couples work, both parties will need to agree to such a release of information.

If you work with clients under the age of 18, their parents may have the right to see the records of their children, usually with the child’s consent. BACP puts it in this way, ‘Working with children and young people requires careful consideration of issues concerning their capacity to give consent to receiving any service independently of someone with parental responsibilities and the management of confidences disclosed by clients.’ There are issues that may arise where parents are separated and request information from you. The Guardian*(1) highlighted such cases in relation to GP records in January this year. If in doubt, as to how to work with minors, either refer them to others or seek qualified advice.

Other cases where confidentiality may be waived include threats or behaviour giving reasonable grounds that a client may seek to harm themselves or a third party, if the sessions are being conducted on referral from a legal agency or if a court orders that records are to be produced.

It should be made clear that you may discuss a case with another therapist for the purposes of supervision, referral or guidance as to how to develop treatment.

Case material and the use of any form of recording
If you intend to record sessions on video or audio, or use them as Case Studies in writing, it is good practice to seek the client’s consent and to share with them the circumstances in which the recordings/transcripts can be used. Recordings can be used by the client to learn from the session, by the therapist to review and plan a further session and for supervision purposes. If such recordings are intended for use in more public ways, then explicit consent will be required, usually after seeing the final cut of the finished product. Clients may impose conditions, such as anonymity, on such consent.

Keeping and sharing of records
Clients have a right to know that you are taking care of their records to prevent them from being disclosed or otherwise accessed without authority. You may also agree circumstances in which they are able to access their own records.

The client’s right to withdraw from involvement at any stage
Some processes and treatments are progressive and may pose risks if ended without completing the course. If this is true for your treatments, the client should be made aware of the risks of withdrawing early from the process and offered sufficient intervention to ensure that they can disengage without significant risk of harm.

Contracting is only a small part of the engagement process. Most of the above can be adequately covered by a standard template which can be changed to meet the specifics of the practitioner and the client where they are materially different.

A number of templates are available from bodies such as Towergate, BACP and BPS, as well as ANLP. There are other contracts visible online. A word of caution here. Just as this article does not pretend to be legal advice, the templates are not warranted to be fully compliant with your own legal requirements. For that reason, we strongly advise taking competent legal advice before taking a contract into use.

The most important thing, though, is that a contract, in writing, is the best possible way to ensure that your relationships work well and that when they don’t you are able to deal with any issues effectively.

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**REFERENCE**


**WEBSITES**


BACP: [www.bacp.co.uk/ethical_framework/good_standard.php.](www.bacp.co.uk/ethical_framework/good_standard.php.)

Ethics in Research: Responsibilities to Consider

By Suzanne Henwood

The series of articles to date has covered a broad range of research topics, from reading research papers critically, to undertaking research across a range of methodologies, to considering the principles of NLP within the research process. This article explores some of the responsibilities with regards to ethics when conducting research.

While in some disciplines (e.g. health care) obtaining ethical approval for a study is an expectation of standard research practice, in other disciplines (e.g. business) formal ethics committees may not be so readily accessible and there may be no overt expectation on researchers to obtain ethical approval for a study. In my view though, this does not negate the need to consider ethical principles to ensure that any study covers the key themes of ethical practice in research.

Common ethical principles include the following.

- **Beneficence** (the principle of doing good) and **non-maleficence** (doing no harm).
- **Principle of human dignity** (that every person has inherent worth and a right to be respected).
- **Principle of informed consent** (that every participant has sufficient information about any study to decide whether or not to participate).
- **Principle of autonomy** (any participant can choose not to be involved at all and has a right to withdraw once a study has begun).
- **Honesty** (at all stages of the research process, from design, to implementation, through to analysis and dissemination of results).
- **Accountability** (so that the researcher makes themselves accountable for example to a research advisory team).
- **Professional courtesy and fairness** (relating to how the researcher works with others as part of the research process).
- **Good stewardship** (in taking responsibility for the data and how it is portrayed in relation to protecting the participants).

In 2010 an international framework for research ethics was signed in Singapore: the Singapore Statement on Research Integrity [www.singaporestatement.org](http://www.singaporestatement.org) offers a good baseline for ethical principles and is used as a framework for this paper.

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There may be no overt expectation on researchers to obtain ethical approval for a study.
The Singapore Statement outlines four guiding principles: Honesty, Accountability, Professional Courtesy and Fairness, and Good Stewardship. In addition it outlines 14 responsibilities which I will cover here in relation to NLP research.

1 Integrity
Research integrity is closely related to issues such as validity and reliability, or in qualitative research ‘trustworthiness’. As the researcher we are responsible for ensuring, through the research process, that data is valid, reliable and trustworthy and that we are transparent about the research processes that have been used, with no attempt to deceive, so that readers and consumers of our findings can trust the results presented (as well as opening up the opportunity for the study to be replicated to see if the study findings are reproducible).

2 Adherence to regulations
Particularly in some disciplines there are quite clear regulations and policies relating to research being undertaken in that field. If research and development committees, for example, are in place, they may need to sign off any study prior to it being conducted. Professional Codes of Conduct also need to be adhered to if you are a registered professional, for example. In addition, ethics committees need to give approval to conduct a study prior to any approach to recruit participants and certainly prior to any data collection being undertaken. If you are unsure, approach a researcher in your own discipline to establish what the regulations are in your profession or field.

3 Research methods
As we have been outlining in this research series, there are a variety of approaches to research and the most appropriate methodology should be employed for the specific research question outlined. The process should be clearly outlined (including, for example: informed consent, cultural sensitivity, sampling information and consideration of confidentiality and anonymity), so that a reader can understand what has been done and ‘how’, so that judgements can be made on the rigour of the process and the trustworthiness of the findings. From an ethical perspective, a committee will make a decision as to whether or not the study is well designed and therefore is likely to make good use of participants’ time if they consent to participate.

4 Research records
The steps undertaken should be clearly documented to allow verification of process, should any questions be asked at some future time. In addition, all data should be securely stored, often for a period of five years, though health care often dictates storage of adult related data for ten years (any data collected on children may require storage until they reach 18 years of age). Ensure you enquire as to the expectations in your own field and comply appropriately.

5 Research findings
Findings of research should be shared though appropriate dissemination outlets (e.g. academic journals or conferences, professional magazines). Dissemination should be prompt, which not only allows the data to be open to scrutiny, but also establishes ownership of the data to the researcher. All researchers involved should have their contribution acknowledged in any publication.

6 Authorship
In some fields (e.g. academia) there is pressure to publish academic papers, which may be linked to funding models (e.g. in universities). Researchers should report their unique involvement in any study to justify their inclusion on the authors’ list. It is also wise to consider the order of authorship and how any acknowledgement for help can be presented, when that help does not constitute sufficient contribution to gain full authors’ rights.

7 Publication acknowledgement
Any literature used in the study should be carefully and fully cited, using a recognised referencing system (e.g. Harvard, Vancouver, APA). Care should be taken to ensure that all work which is contributed to the study, or which forms a theoretical underpinning to the study is appropriately acknowledged.

8 Peer review
The process of peer review is often used to offer a degree of credibility to any publication. This may be undertaken as part of the publishing process, but in non peer reviewed journals (or prior to submission to a peer reviewed journal), individual researchers may request a peer review from colleagues. Likewise, you may be asked to offer a peer review on others’ work. In either case, a professional constructive approach is required, and feedback given in a timely manner so as not to disadvantage the research team. There are numerous ‘guides’ to reviewing literature and this research series has published guidance on critically...
We are responsible for ensuring that data is valid, reliable and trustworthy.

9 Conflict of interest
Any potential conflicts of interest, such as potential financial gain, ownership of materials etc., should be openly declared. In NLP this may become a pertinent issue when evaluation research is done on therapeutic or coaching tools or on training outcomes. Consideration should be given to how even greater trustworthiness could be obtained, for example, by using a third party to collect the data to avoid any perceived risk of coercion or power relationships affecting the quality of data. Also the process of gaining informed consent might best be undertaken by someone not directly involved to avoid any risk of perceived coercion to participate.

10 Public communication
In NLP we are all familiar with each individual having their own ‘Map of the Territory’. In relation to research responsibilities, the researcher should be careful when disseminating research results to present only research data when reporting back results and ensuring that any personal views are withheld, so that there is no confusion as to what is research informed and what is purely personal opinion. While there is a place for both, in disseminating research findings it is very easy to go ‘beyond’ the data and stray into opinion, which then undermines the research process. Where this can be useful is in considering future studies, or considering possible implications on practice, with such sections being clearly labelled as going beyond the study to date.

11 Reporting irresponsible research practices
Professionals and researchers have a responsibility to report any inappropriate research behaviour (e.g. lack of integrity or not declaring any conflict of interest as outlined above) to the appropriate authority. For NLP research this may be the ANLP (if the researcher is a member of ANLP). Any regulated professional (e.g. health care practitioner), will also have a responsibility within their own professional body which they will also be required to adhere to on reporting any unprofessional conduct. This provides an additional layer of accountability and protection for research participants.

12 Responding to irresponsible research practices
In the light of the above, ANLP has in place processes to receive such information and in relation to the publications: Current Research in NLP and Acuity, or in relation to an ANLP member being shown to be not following professional research practice in relation to any study, a mechanism is in place to handle any such poor practice (e.g. plagiarism of other work or unsubstantiated claims or unethical research practice). Any study which has acquired ethical approval from a committee, will also be accountable to that committee and reporting back to the committee may form part of any response.

13 Research environments
Again, in relation to ANLP, a supportive research environment is being built through, for example, research publications, research conferences, research education (e.g. the research workshop at the 2011 conference and the research series in Rapport), as well as close collaboration with researchers and academics to ensure the integrity of the advancements in the field.

When considering any individual contextual research environment, it is the responsibility of the researcher to ensure the health, wellbeing and safety of participants in their study. In NLP this may include for example what processes are in place should a participant get upset or respond badly to any intervention (immediately or following any research study) and how the researchers safety is considered when meeting participants one on one.

14 Societal considerations
Finally, again in relation to ANLP, any potential professional or societal risk is weighed up before publishing any research materials or findings to minimise any risk to the NLP community or to the public.

Summary
This article then offers a brief overview of some of the main ethical considerations, based on the Singapore Statement on Research integrity. Whether or not any formal ethical approval process is required in your professional discipline, it is good practice to consider ethical principles in the design of any study and I hope this has given you a starting point, from which to consider how you might apply this to your own research practice in NLP related studies.
Communication Skills: Four Leadership Strategies

By Nicholas Hill

A leader’s communication skills are one of the core builders of any organisation. Once equipped with the right strategies in communicating or dealing with employees, leaders get to accomplish the groundwork for efficient and healthy workplace dynamics. This groundwork involves employee motivation, problem resolution and team building. By carefully choosing the right words, consciously using the proper tone of voice, and channelling constructive verbal cues and gestures, a leader can easily rise above personal differences and bridge the gap between opposing principles and priorities in the workplace.

Here are five simple techniques to help demonstrate effective communication skills in any position of leadership or management.

**Ask rather than tell**
In gauging a leader’s communication skills, one of the most reliable indicators is how his or her subordinates respond to tasks and assignments. Employees respond positively when we trust them and grant them autonomy. They will of course do the job, but whether they’ll do it with enthusiasm and interest is an entirely different story. A way to address this is to ask rather than tell – a challenge to the communication skills of any leader.

“A leader will know how to give constructive feedback”

or manager who is short of time. Instead of saying, ‘you need to do it this way’, you can rephrase the message by asking, ‘in what way can you do it?’ You could be surprised by their creativity.

**Avoid a condescending tone/language**
It is a given that a leader is sufficiently knowledgeable in terms of the inner workings of an organisation. From the company’s mission to the planned steps on how to achieve it, employees are aware that managers are privileged with first access to certain information, and at times, even privy to manager-level company-oriented discussions. What employees don’t appreciate is for their leaders, who are supposed to have unrivalled communication skills, to talk down to them. Such phrases as ‘wouldn’t it have made more sense if you…’ ‘I told you this would happen,’ ‘you need to earn the right to do that’ and ‘you don’t need to know that’, capture what a condescending tone and language is about.

**Maintain open communication lines**
When the going gets tough, the tough get into an open line of communication. This is what sets a competent leader apart from an inefficient one. During circumstances characterised by severity, managers should know how to keep a discussion going with his or her team, so as to eventually determine where things might have gone awry. Saying phrases like ‘case closed’, ‘period’, ‘just figure it out’ or ‘this is not a democracy’, is as good as bailing out on the concept of problem solving through communication skills, and defeats the purpose of concepts like coaching and mentoring.

Leaders and managers with poor communication skills should not get disheartened, though. There are effective communication skills training courses that cater to this concern.

Nicholas C. Hill, FIC FInstLM, The Hill Consultancy Ltd. For further information on communication skills training courses contact Nicholas on nicholas@nicholashill.uk.com or visit: www.nicholashill.uk.com.
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