

Table Of Contents

Introduction.....	iii
Part I: Preface.....	1
Chapter 1 Framing the Birth of NLP.....	Error! Bookmark not defined.
Chapter 2 The Definition of NLP	Error! Bookmark not defined.
Chapter 3 The Purpose of NLP	Error! Bookmark not defined.
Chapter 4 The Distillation of NLP	Error! Bookmark not defined.
Chapter 5 The Presuppositions of NLP.....	Error! Bookmark not defined.
Summary of Part I.....	Error! Bookmark not defined.
Part II: The Structure and Process of NLP.....	7
Chapter 6 The Meta Model	Error! Bookmark not defined.
Chapter 7 The Universal Modeling Processes.....	Error! Bookmark not defined.
Chapter 8 The Milton Model	Error! Bookmark not defined.
Chapter 9 Representational Systems.....	Error! Bookmark not defined.
Chapter 10 Accessing Cues	Error! Bookmark not defined.
Chapter 11 Modeling	Error! Bookmark not defined.
Chapter 12 Strategies	Error! Bookmark not defined.
Chapter 13 Reframing.....	Error! Bookmark not defined.
Chapter 14 Metaphor	Error! Bookmark not defined.
Summary Of Part II.....	9
Part III: Clinical Integration.....	13
Chapter 15 Methodology of Learning NLP ...	Error! Bookmark not defined.
Chapter 16 Clinical Approach.....	Error! Bookmark not defined.
Chapter 17 Case Study Applications.....	Error! Bookmark not defined.
Case Study Application - Six Week Interim – Pat	Error! Bookmark not defined.
defined.	
Session One Goals	Error! Bookmark not defined.
Induction	Error! Bookmark not defined.
Session Two Change Patterns	Error! Bookmark not defined.
Session Two Goals:.....	Error! Bookmark not defined.
Session Three Change Patterns	Error! Bookmark not defined.
Session Three Goals.....	Error! Bookmark not defined.
Session Four Change Patterns.....	Error! Bookmark not defined.
Session Four Goals	Error! Bookmark not defined.

Session Five	Error! Bookmark not defined.
Session Six Change Patterns	Error! Bookmark not defined.
Session Six Goals.....	Error! Bookmark not defined.
Case Study Application - Two Week Interim 9/8/01 – Lucia	Error!
Bookmark not defined.	
Session One Goals	Error! Bookmark not defined.
Induction	Error! Bookmark not defined.
Session Two Change Patterns:	Error! Bookmark not defined.
Session Two (10/13/01) Goals:	Error! Bookmark not defined.
Case study application – one session – Laurie 9/27/01	Error! Bookmark not defined.
not defined.	
Induction	Error! Bookmark not defined.
Case study application – one session – Jill .	Error! Bookmark not defined.
Induction	Error! Bookmark not defined.
Chapter 18 Comments and Excerpts from Individual Sessions	Error!
Bookmark not defined.	
Part IV: Conclusion	15
Chapter 19 Clinical Approach.....	Error! Bookmark not defined.
Chapter 20 The Function of the Conscious and Unconscious Minds	Error!
Bookmark not defined.	
Chapter 21 The Nature of Hypnotic Trance...	Error! Bookmark not defined.
Chapter 22 Hypnosis Further Defined	Error! Bookmark not defined.
Chapter 23 NLP/Hypnosis and Manipulation	Error! Bookmark not defined.
Chapter 24 Paradigm Shift.....	Error! Bookmark not defined.
Chapter 25 Rapport.....	Error! Bookmark not defined.
Chapter 26 Reframing.....	Error! Bookmark not defined.
Chapter 27 Strategies	Error! Bookmark not defined.
Chapter 28 Representational Systems, Eye Accessing and Minimal Cues	
.....	Error! Bookmark not defined.
Chapter 29 The Milton Model and Metaphor	Error! Bookmark not defined.
Chapter 30 The Meta Model.....	Error! Bookmark not defined.
Chapter 31 Outcomes.....	Error! Bookmark not defined.
Chapter 32 The Presuppositions Of NLP.....	Error! Bookmark not defined.
Chapter 33 Utilization.....	Error! Bookmark not defined.
Chapter 34 Voice	Error! Bookmark not defined.
Chapter 35 The Learning Process	Error! Bookmark not defined.
Summary Of Part IV	17
Epilogue.....	19
Bibliography	21
Index	Error! Bookmark not defined.

Introduction

*If you ask me what I have come to do in this world,
I who am an artist,
I will reply:
I am here to live my life out loud.
- Emile Zola*

What is the magic for achieving excellence? Some might think this question a bit naïve. But for me the answer has remained a diamond yet to be discovered. Ever since I can remember I have been intrigued by how people achieve excellence and rise to the top. I have wanted to know what it is that fueled their rocket to stardom? I've wanted to uncover their secret so I could copy it and become excellent myself. For years I've hunted for my answer with a predators optimism hoping that one day I would find the right person or the right book that would unlock the mystery.

Hope floats as they say, and mine has floated far and wide. Throughout my twenties and early thirties I managed to keep it floating and squeeze in as much reading time as possible. I was a young mother with a crowded life. In between soccer practice, trips to the dentist, music lessons etc., etc., I buried my nose in the biographies of famous world leaders, artists, athletes, and entertainers. I became enamored of great speakers and writers who were gifted at articulating the heroics of excellence. In my mid thirties I dove headlong into graduate school in the field of communications. My master's thesis on the radio speaking of C.S. Lewis, famed author of the *Chronicles of Narnia* and *The Screwtape Letters*, consumed eight months of my life. At age 40 the shelves in my personal library began to spill over with books on psychology and the works of C.G. Jung. I entered a decade of Jungian analysis in search of my holy grail. Meanwhile I took up a career as professional sales representative for a major corporation. I had no idea how to become excellent at selling. I just trusted I could learn how to do it in books or just follow the example of the other sales reps I worked with. Within two years, much to my surprise, I was earning a six-figure income and catching the attention of management. It wasn't long before my interests and my success led me to accept a position as sales manager and ultimately the position of Western Regional Manager of Sales Training. I was responsible for the training of over 300 sales reps up and down the west coast. Excited and scared by the challenge of my new job I walked on wobbly legs. But believing that my legs would strengthen, I trudged forward. I thought that our sales force was over managed, uninspired and under led. I wanted to change things. I wanted to make a difference. I wanted to inspire greatness. I ate, slept, breathed and dreamed about selling skills. I devoured sales books. I attended personal growth and leadership seminars from Carnegie to Covey. I tracked down best selling authors and made a fool of myself interviewing them. Books written by the pundits of business and sales further packed the already bulging shelves in my personal library. *Spin Selling, Selling to Vito, Visionary Selling,*

Selling to the Top, The Power of Consultative Selling, Non Manipulative Selling, Guerilla Selling, Competing for the Future, Built to Last, The Fifth Discipline, Reengineering the Corporation, Jamming, In Search of Excellence -- the list goes on. Taking advantage of every moment of time to learn all I could, my car became a library on wheels. I listened for hundreds of thousands of miles. In between customer calls, on the way to trainings, to and from work, and during my car lunches I dined on sales, sales and more sales and deserted on business, business and more business. My appetite began to deepen and broaden. I discovered more esoteric authors who spoke forcibly about the subject of achieving greatness in sales and in business. Anthony Robbins, Dennis Waitley and Wayne Dyer began to change my outlook and my life. Slowly their messages filtered into my sales trainings. I designed my own seminars around their material. To some I was becoming more and more of a maverick manager and trainer. To others I was a flat out nut, over enthusiastic about my work. But I didn't care. I knew I was on to something really important. Finally, like a Polaroid picture slowly coming into focus, a central theme began emerging in all my studies. When it finally came into full focus, it revealed the "diamond yet to be discovered" that I had been looking for, for all these years. It gave me the magic formula for achieving excellence.

This glittering diamond hit me like a searchlight on a day in February of 1999. I was reading a story in a book titled *100 Ways to Motivate Yourself* by Steve Chandler. Chandler was a sports columnist for the Tucson Citizen. In 1976 he was assigned to do a feature story on an unknown actor by the name of Arnold Schwarzenegger. As Chandler put it, it was to be a story he would never forget. (And, I might add, it was to be a story I would never forget). The interview took place over lunch at a Doubletree hotel. As the two men sat across from each other, Chandler reported that no heads turned to look at Arnold. No one recognized him. Even Chandler knew very little about him, other than the fact that he had achieved success as a body builder and was now in town publicizing a movie that had been a box office disappointment. During their conversation, Chandler casually asked Arnold what he was going to do now that he had retired from bodybuilding. In a matter of fact voice and without missing a beat, Arnold replied, "I'm going to become the number one box office star in all of Hollywood." Chandler was taken off guard by the naïve, boldness of Arnold's statement. After all, commented Chandler to his readers, his thick Austrian accent and hulking physique didn't exactly make him box office material. Doing his best to disguise his shock and amusement, Chandler calmly asked Arnold how he planned on accomplishing his task. Arnold replied in the same matter of fact tone. "It's the same process I used in body building. "What you do is create a vision of who you want to be, and then live into that picture, as if it were already true."

As Chandler said, Arnold's story sounded ridiculously simple. Yet the plain and powerful truth of it was undeniable to me. Arnold's story illustrated in 20th century terms what everyone in every tradition has recognized since the beginning of time. We human beings have the unique power of being able to transform the circumstances of our lives through the power of visualization. For some reason Arnold's story hit me more than any other like it. I guess it was the timing of it for me. It echoed everything I had been studying. Even the major business books I was reading at the time heralded the power of visualization. For months in my sales trainings I had been quoting from a book titled *Competing for the Future* in which the authors Gary Hamel and C.K. Prahalad stated that "any company that cannot imagine the future wouldn't be around to enjoy it".(p. xviii). Tom Watson, founder of IBM was said to have claimed that IBM was a success because he had a "very clear picture in his

mind of what it would look like when it was finally done.” I asked myself. Wasn’t this the same principle of visualization that even Michelangelo was talking about when he was said to have remarked that he “released” David from the marble? Over and over again, in every walk of life, I was hearing about the awesome power of visualization illustrated by Arnold’s simple story. I began using his story as an attention getter to open my sales trainings. Chandler’s book led me to another one titled *The Book on Mind Management* by Dr. Dennis Deaton. I began learning more about the mind and the power of the subconscious mind and how we human beings perform in accordance with our imaginations. I developed a repertoire of stories that illustrated the tremendous power of visualization. I lectured my reps on how to harness the power of visualization and their subconscious minds. I told them that their success in sales pivoted around their ability to control their thoughts and the images they held in their heads. I told them they could change their sales figures by changing their thinking. I created an all day seminar titled *Thinking Your Way to Successful Cold Call Selling* and made them practice the techniques of creative visualization. I wrote and distributed an article titled *The Inner Game of Selling* headlined by Henry Ford’s maxim “If you think you can or you think you can’t, either way you’re right.” I was a fervent evangelist spreading the good news on the power of the mind and the power of visualization. I began delving more and more into the study of the subconscious mind. I spoke on the subject not only to sales reps but also to our customers. Fascinated by everything I was learning I was inevitably drawn to visit the American Institute of Hypnotherapy. There I learned of a PhD program in clinical hypnosis offered by the American Pacific University. Without hesitation I enrolled in the program. This was what I had been looking for. Less than a year later I happily retired from my corporate position and devoted myself entirely to the study of the mind. Completely captivated by what I was learning I buried myself in my work. Ultimately my course of studies led me to Neuro Linguistic Programming. NLP was the basis of the remarkable sales and personal achievement seminars that were put on by Tony Robbins. I was somewhat skeptical of him and his work, but I was curious enough to find out exactly what his techniques were. I knew that NLP had been touted as the most powerful mind technology developed in recent years. It was supposed to provide a practical and scientifically tested model of how the brain works and methods for changing the way we think in order to accomplish desired results. I learned that NLP grapples with the language of the mind, and how the mind uses language to program behavior. In fact, I discovered that NLP was even defined by one of its inventors as the study of human excellence. This was right up my alley. My hope was floating better than ever. It sounded like NLP would give me the tools for cutting my diamond and revealing its many facets.

This writing is about the cutting of that diamond. It is about the claims that NLP makes for producing excellence. It’s divided into three main sections. Part I of this work titled Background, describes the milieu out of which NLP was born. It examines the factors that influenced its inventors, Richard Bandler and John Grinder. In this section the reader will find answers to questions such as what exactly is NLP. Who were Bandler and Grinder? What was their training and history? Who and what influenced them to study the workings of the mind? What was their purpose in creating it? Who did they think would benefit most from their work? Who were their models for NLP? How did they distill their theories from their models? What claims did they make about what NLP could do? And what were their ultimate conclusions?

Part II, titled Clinical Integration, is a report on how I integrated the philosophy and techniques of NLP into my own clinical practice and what happened to me and to my clients as a result of this.

Part III titled Conclusion, is this writer's conclusions about the study I have done and my ultimate beliefs regarding the efficacy of NLP as a potent mind technology for achieving *The Magic Of Excellence*.

The Magic of Excellence is written for two audiences, those people who are serious, beginning students of NLP notwithstanding any skepticism they may have about its claims, and those who want to learn how to use NLP to create desired life changes and personally partake in the magic of excellence. I count myself as a member of both audiences.

Part I: Preface

Understanding The History Of Neuro-Linguistic Programming

Nothing exists in a vacuum. Everything is relative. We don't need Einstein to tell us that everything exists in relationship to something else. Timing, the sequencing of events, nature, the people who surround us, these are the very things that shape us and affect the outcome of our lives. They form the synchronicity of our destiny. Without them we would be and do something entirely different. Moreover, it has been said that if a man or woman were born ten years sooner or later, their whole aspect and performance would be different. In light of this, I believe that it is of paramount importance that before defining NLP we must first understand the synchronistic factors of the social, cultural and psychological milieu out of which it was born. We must understand what fueled the interest of its inventors. What were the motifs of thought that shaped their thinking and made it possible for them to develop an entire new field of endeavor? Who influenced them? What caused them to persist in their "folly?" It is this writer's intention to attempt to answer these questions in this section. Moreover, this writer's attempt is to offer a compendium of the milieu out of which NLP was born in this one reference source so that future researchers will not have to glean the information from many different various articles, interviews and word of mouth traditions.

Summary of Part I

Neuro-Linguistic Programming was born in a time (the decade of the 1970's) and place (the University of Santa Cruz, California) of experimentation and transformation. Sweeping changes were occurring across America politically, socially and psychologically. A groundswell of opposition to behaviorism and orthodox psychoanalysis gave rise to the "Third Force" of Humanistic Psychology, which sought to take a wider perspective on the nature of man. Led by Maslow, Rogers and Perls, humanistic psychology began using models of human excellence ("good", "healthy" people) as a template for "curing" neurosis. Of critical importance to humanistic psychology were the needs of man's "spirit" for safety, for belongingness, for his desire to actualize himself and participate in a holistic emotional experience of the here and now. In the view of humanistic psychology, these factors provided the wellspring from which healing occurred.

The founders of NLP, Richard Bandler and John Grinder were trained in mathematics, linguistics and computer science and both had a deep interest in psychology and communication. Under the influence of the movement of Humanistic Psychology, their individual disciplines and their teachers, not the least of whom were Gregory Bateson, Noam Chomsky, George Miller, Eugene Galanter and Karl Pribram, they began building a model of the communication patterns of the people they most admired in the field of psychology, Fritz Perls, Virginia Satir and Milton H. Erickson. Their goal in identifying the communication patterns of their models was to help people make the changes they wanted to make. In due course, models of the language patterns of Perls, Satir and Erickson became the heart of what Bandler and Grinder referred to as the new paradigm of Neuro-Linguistic Programming.

Defined by its inventors as "the study of subjective experience" NLP was presented as a "model" rather than a theory, which is best measured by its usefulness rather than its truthfulness. It is said to provide the difference that makes a difference to those who use it. It employs the specific use of language and the senses to teach people how to use the same to generate a desired outcome. In other words, its focus is on the strategic use of the five senses to generate behavior. In NLP the brain does not distinguish between imagination and reality. All data, whether- real or-imagined is used to produce behavior. The key to producing desired results, it is believed, is the specific sequencing of sensory behavior. NLP is therefore, generally concerned with the process of sequencing sensory behavior and communication rather than with the content of such. Because it focuses on the form, rather than the content of behavior and communication, it streamlines the ability to generate desired outcomes. Unlike traditional approaches of psychotherapy, it does not take years of study and analysis to produce results. It is the elegance or simplicity of the form of NLP which teaches people how to specifically define the outcome they want, then chunk and sequence their behavior into predictable steps which apparently accounts for its expediency in producing amazing results.

Bandler and Grinder's purpose in creating NLP was to apply their model making skills to the field of psychology and create a model of excellence to be used in a therapeutic setting.

Their desire was to measure and give concrete form to how change takes place in human beings. They wanted NLP to be integrated and used along side of other techniques and methods already in use in psychotherapy. However, in addition to its usefulness in psychotherapy, they saw that NLP could also be applied in the business world and in the fields of communication, sales, law and education. Most of all they hoped that the step-by-step modeling processes of NLP could be adapted and used by anyone interested in accelerating the process of human change.

The distillation of NLP is rooted in Bandler and Grinder's belief that all behavior has structure and is, therefore, learnable, given the appropriate resources. Armed with this thinking and the belief that models of human excellence provided the best template for curing the "sick", they set about creating a model of human excellence based on the behavior, communication patterns and intuitions of their main models, Perls, Satir and Erickson. They spent hours watching video tapes and listening to audio material of their models at work. Ultimately, the model that they built contained the digital and analogic patterns of communication and behavior of Perls, Satir and Erickson, as well as the all-important presuppositions and beliefs that their subjects held about behavior, change, and the way the world operated. Through this modeling process Bandler and Grinder claim to have distilled the exact structure for how change takes place in people. The seminal works that revealed these discoveries were: The Structure of Magic I & II, Changing With Families. And Patterns of the Hypnotic Techniques of Milton Erickson I & II. These works reveal the patterning and sequencing that became the classic code of Neuro-Linguistic Programming.

These are the major presuppositions or underlying beliefs and assumptions that support the practice of NLP. These are thought of not as mere theories, but as principles to live by.

1. *The Map Is Not the Territory* – Human beings do not operate on the world itself but operate instead, upon a *map* or *model* of what they *believe* the world to be. Each person's experience of the world is subjectively filtered through the prism of his or her nervous system and the constraints of his or her sociological and personal background. People who *want* to change and *feel unable* to change are mistaking the map for the territory. They prevent themselves from seeing the entire scope of reality and all the choices that are actually available to them. Beliefs about reality are reflected in a person's behavior and communication patterns. Fixed patterns of behavior and communication combine to further perpetrate a person's map of the world. The more a person focuses on the reality they *don't want*, the more they get what they don't want. The NLP practitioner's job is to help people use their neurology to focus on the reality they do want. Even though a person cannot change her past, she can change her reaction to it in the present. By challenging a person's map of reality, the NLP practitioner helps one adopt a more resourceful map that leads to more choices in behaviors and ultimately a more satisfying and fulfilling life.

2. *Life and Mind are Systemic Processes* - This presupposition proclaims that all human interactions occur as a cybernetic system, and interactions between people form feedback loops. In this sense, all behavior is communication. It is impossible to not communicate. People are affected by the results their actions have on other people. A parallel belief that flows from this presupposition is that *there are no mistakes only outcomes, or failure is only one form of feedback*. So-called “failure” is nothing more than an “outcome” that supplies a person with important feedback. In a cybernetic system “failure” is not an end in itself, but rather an experience that can be learned from. This perspective helps a person to be more resourceful, and brings he or she closer to experiencing excellence in life.

3. *At Some Level, All Behavior Is Positively Intended* - This presupposition forms the “spiritual” bedrock of NLP. The position taken by this presupposition is that people’s actions are separate from their intentions. Given the context, and from the point of view of the person doing the behavior, people are always making the best choice they can at that particular moment in time, given the resources and insights that are available to them. When a person’s actions are less than resourceful, the person is not seen as *bad*, or *crazy*, or *sick*. Their behavior comes out of their limited view of the world, which in turn creates a limited amount of choices. Separating a person’s behavior from their intention expands their model of the world, and removes guilt. This has a therapeutic effect all its own. It helps a person make peace with themselves and find other, more useful behaviors and communications that fulfill their positive intention.

4. *The Law of Requisite Variety* - This presupposition assumes that the more choices a person has the better off they are. There’s more than one way to skin a cat, in other words, especially when no “knives” are available or when danger lurks nearby. Environments and contexts for behavior are constantly changing. Whoever has the most flexibility, like the Queen in a game of chess, that person is more potent.

As said earlier, these underlying beliefs and assumptions that support the practice of NLP are thought of not as mere theories, but as principles to live by. They express the perspective of an NLP practitioner regarding the world, human nature and how change takes place. It is believed, in some sense, that the assumptions embodied in the practice of NLP are in and of themselves therapeutic.

Part one has been an attempt to detail the factors that influenced the birth of NLP; how it can be defined; what its inventors intended for its use; how they distilled its development and the presuppositions, beliefs and assumptions that are the loadstar of its practice. Part II will now examine the specific structure and processes of the classic code of NLP.

Part II:

The Structure and Process of NLP

We have examined the basic presuppositions of NLP. As was stated, proponents of NLP hold that these presuppositions are principles to live by and that the very adherence to them has a salutary effect upon people's lives. Yet, understanding these presuppositions is only the beginning of understanding the purported salutary effect that the actual practice of NLP has on people's lives. Much is left to be considered and learned about the various techniques that an NLP practitioner uses. This section will examine the basic structure or make up of the techniques of NLP and the process of how they are applied in the therapeutic setting. It is not intended to examine the structure and process of the myriad of techniques, but rather it will scrutinize the major components of the classic code of Neuro-Linguistic programming.

Summary Of Part II

Part II overviewed the general structure and processes of the way human beings use the mind and language to create internal and external realities. The first section focused on the premises of linguistics and the influences that Noam Chomsky's model of Transformational Grammar had on the development of NLP. Transformational Grammar examines the rules and intuitions that govern the use of language. It examines the form of language as opposed to its content. It divides language into the Surface Structure, the outer expression of words, and the Deep Structure, or the inner core meaning of the words. In essence, TG models the way human beings use language to construct their reality. When a person begins to communicate that reality, they make a series of unconscious, intuitive choices (transformations) about how they will communicate their experience of reality. The Deep Structure of a sentence contains a person's presuppositions and the full linguistic representation of the world, that is perceived by the person expressing that sentence. Sometimes, the presuppositions that an individual holds about life and the nature of his reality are not expressed in the Surface Structure of his language. Bandler and Grinder hold that understanding the Deep Structure of a sentence is especially useful in clearing up ambiguities of expression, and hence, ambiguities of life. The process that human beings go through in using language to create their model of the world is the process that Transformational Grammar models.

NLP created a Meta Model of language based on the meta model of Transformational Grammar. The Meta Model of NLP is designed for use in therapy to work on the Surface Structure of a client's language to increase a client's number of choices in reality. Meta Questions are used to recapture the Deep Structure of a person's experience. Inconsistencies between Deep and Surface structure creates what Bandler and Grinder refer to as an impoverished model of the world. When missing pieces of the Deep Structure of a person's experience are recaptured through the Meta Questions, then it becomes possible to expand a person's map of the world and, hence, provoke the process of change.

The Universal Modeling Process of Deletion, Distortion and Generalization play their part in creating a person's map of the world. Deletion filters out certain portions of reality. Distortion changes portions of reality. Generalization transfers aspects of reality to different contexts. Meta Questions recover deleted, distorted and generalized information about reality, such as: missing outcomes, causes, sources, beliefs and missing sources of beliefs, comparisons, choices, equivalences, missing processes, missing counter examples and causes. The basic result of Meta Model Questions is that they break up the concrete or fixed way of thinking created by Deletions, Distortions and Generalizations. Meta Questions take the client from the abstract to the specific. They are referred to in NLP as chunking down. Meta Model questions are modeled mainly after Virginia Satir.

The *Milton Model* language, modeled after Milton Erickson, is more ambiguous and abstract than the language of the Meta Model. It sounds specific, but is actually quite vague. The reason for this is to avoid running the risk of clashing with his client's model of the world. The advantage of Milton Model language is that it forces clients to turn inward and make a trans-derivational search of their own experience. While a client goes on a trans-derivational

search, the doorway to his or her unconscious mind becomes more susceptible to accepting the implications and suggestions made to him or her regarding the fulfillment of their outcome. Aspects of Milton Model language include pacing, leading, the use of nominalizations, mind reads, lost performatives, complex equivalents, universal quantifiers, modal operators of possibility and necessity, presuppositions, conversational postulates, lack of referential indexes, comparative deletions and others. Theoretically, the language patterns of the Milton Model all work, to one degree or another, to distract the dominant hemisphere of the brain and access the non-dominant hemisphere to begin to induce trance. The effect of the Milton Model is that it induces trance, thereby reconnecting a person to the resources that exist in the unconscious mind.

One of the fundamental theories of NLP is the idea that human beings think and make maps of their reality using what is called their *Representational Systems*. Representation systems include the five modalities of perception: visual, auditory, kinesthetic, olfactory/gustatory (VAK O/G). These are otherwise known as the four tuples. An additional internally generated modality is referred to as auditory digital (AD). The auditory digital modality is comprised of listening to internal language. Theoretically, in NLP, constant absorption in one modality of perception orients a person to favor that modality. This is not thought to cause an advantage or a problem, unless it cuts a person off entirely from one modality. When one modality is unconscious to a person, a therapist can bring the unconscious portion of experience into consciousness by using a technique known as “overlapping” representational systems. When a person favors one representational system over the other, the favored modality, referred to in NLP as the *Primary Representation System*, is reflected in the person’s physiology and in their word choices or use of predicates. Identifying the client’s *Primary Representational System* is said to assist the therapist in understanding how the client creates their reality. The therapist’s goal is to widen the client’s neurological contact with reality, in order to enrich their world and strengthen the neurological connection between their senses.

The therapist can identify which modality of perception the client is accessing by calibrating to their unconscious *Accessing Cues*. Once this is identified, the therapist can work to overlap the client to additional modalities and widen the client’s neurological contact with reality. *Accessing Cues*, also referred to by some NLP practitioners as *Behavioral Manifestations of Internal Representations* (BMIRs), include: “eye position, tonal and tempo qualities of the voice, breathing rate and position, skin color changes, body temperature, heart rate, posture and muscle tonus, even EEG activity.

Eye movement in certain directions is said to be an indication of which modality a person is accessing. The eye accessing patterns for a normally organized, right handed person are as follows: From the person’s own perspective, eyes go up right for visual constructed images. (Defocused, unmoving eyes also indicate visual accessing.) Eyes go up left for visual remembered images. Eyes go mid-level right for auditory constructed sounds or words. Eyes go mid-level left for auditory remembered sounds or words. Eyes go down right for kinesthetic sensations (including tastes and smells) and feelings. Eyes go down left for auditory digital words and sounds. Bandler and Grinder suggested that the therapist could use a series of questions and watch eye movement in response to those questions in order to access the modality being accessed by the client. When the NLP practitioner becomes aware

of both predicates and eye-accessing patterns, then he or she is thought to have gained powerful insight into the way the client creates meaning in their world.

NLP is fundamentally a modeling process based on the language and communication patterns of exceptional psychotherapists. It is the chunking and sequencing of raw experience in a way that is meaningful and easy to replicate. The essential elements of modeling include: Cognitive Strategies, including *Memory Strategies; Decision Strategies; Learning Strategies; Creativity Strategies; Motivation Strategies; Reality Strategies; and Belief or Convincer Strategies*. According to NLP, the magic of success is a matter of employing the most effective strategies. Once a strategy is chunked and sequenced so that it is performed at the unconscious level, then the individual becomes free to enjoy the benefits of the strategy without having to think about it. The format for describing the basic sequence of internal processing and representations involved in strategies is referred to in NLP as a T.O.T.E. (Test, Operate, Test, Exit). There are four basic aspects related to strategies: *Elicitation; Utilization; Design; and Installation*. Once a strategy is elicited, the information and resources identified can be *utilized* to assist the client to achieve a desired outcome. A common utilization strategy used in NLP is called *mapping across*. In mapping across, the steps for an effective strategy used in one context are mapped across and inserted into the problem context. A *sub modality* is the detailed distinction within each modality. The steps of an effective strategy can then be utilized by moving the content of the problem state into the *sub modalities* of the resource state. The steps of any particular strategy always include a *Decision Point*. It is important to elicit the appropriate representation that occurs at the *decision point* in a strategy. This requires accurate pacing of the clients model of the world. In hypnosis, *pacing and leading* can be accomplished by matching and mirroring the key elements of a client's physiology, or by matching the predicates and other key words used by a client. Pacing and leading ultimately produces the all-important state of rapport. Reaching a state of rapport with a client is said to be one of the most essential skills for a practitioner to develop.

An easy way to gain and regain access to a particular internal resource of a client is through a process known as *anchoring*. Anchoring pairs a particular stimulus with a particular response. An anchor can be virtually any cue that evokes the desired response or resourceful state in the client. Associations created by the anchor can be triggered by the person themselves (consciously or unconsciously) or by an NLP practitioner searching to re-access a particular resource. Anchors are used to change an internal state; stabilize a state; change a behavior; or transfer elements from one experience to another. Anchoring can be used to help a client design or install a new strategy. Ingrained strategies may require special techniques to interrupt their patterns. These are called *interruption* strategies. This can be accomplished through overload, aversion or spinning out the strategy. Effective strategy installation requires that all representational systems and their corresponding accessing cues are clearly delineated and that smooth transitions in the sequencing are established.

Another powerful communication tool used in NLP is referred to as Reframing. Reframing helps the client to see things differently or gain a new perspective on their problem. Both the context and the meaning of an event can be reframed for therapeutic gain.

Finally, metaphor is a form of symbolic language. The process of personal enrichment that occurs as a result of the generative powers of metaphor is said to have salutary effects on

mind and behavior. Metaphors act as indirect suggestions that provoke perceptual, affective, behavior and cognitive change.

Part III:

Clinical Integration

*Since feeling is first
Who pays any attention
To the syntax of things
Will never wholly kiss you.*

- E.E. Cummings

The preceding chapters have outlined the framework of Neuro-Linguistic Programming and the principles and processes that distinguish its practice. The following section of this paper will be concerned with how I integrated those principles and processes into my practice of clinical hypnotherapy¹.

It is important to note at this point that my primary purpose in studying NLP was to become a better doctor of hypnotherapy. NLP claims after all, to be the study of the structure and process of the mind, or how people create their subjective reality. Since I have the privilege of working with people to help them modify their subjective reality, it is important for me to understand how they use their mind to do that very thing. My purpose in studying NLP was not so much to learn to use its techniques per se, but to incorporate into my practice any of its principles that I found to be viable or germane. In that regard, this section of the paper will not be a report of me using the explicit protocols of such things as sub-modality shifts, and six-step reframes, etc. Rather, it will report on the way in which I naturally integrated the language patterns and principles implicit in those protocols into my practice.

It is also important to note the various expectations I had as I entered the study of NLP. First, I expected that my fifty eight years of living, coupled with my background as a vocal artist, and my professional experiences as a communications teacher in the educational field, and a trainer in the psychology of sales and communication in the corporate world, would enable me to enter the field at least one leg up. My expectation was that I would be like a musician learning to play a new instrument. I knew I would need to develop new muscle memory, but I also knew I already had an understanding of the basics of communication and had first hand experience of the fact that in order to do anything artfully it must come through a deep connection with the inner self.

¹ I began my practice in December 1999.

This is what I hoped to do with NLP ... Like E.E. Cummings I didn't want to get mired in the "syntax" of things, otherwise I would not be able *to kiss or be wholly kissed*. I wanted to be sensing things rather than solely measuring them. I wanted to explore the mystery of becoming a person and the poetry of life, rather than simply approaching these things as a science.

In that spirit, I expected that if NLP had anything of real value to offer to assist me in this process, the truth would reveal it self to me. Having said that, I studied it as earnestly as I could, incorporated what I learned into my practice, and let the chips fall where they may. This section of the paper outlines *how* I studied it and where those chips fell.

The materials in this section are divided into three parts: The first part is a report on the methodology this writer used to learn the practice of NLP, so that it would be installed at the unconscious level and available for application as required.

The second part is the centerpiece of this section. It includes two case studies, one that took place over a period of six sessions (six weeks apart) with a client called Pat. The other is a case study that took place over two sessions with a client called Lucia (five weeks apart). Both of these case studies include all of the particulars of the case.

The third part includes brief analyses of individual sessions, as well as excerpts of individual sessions that contain examples of learnings that were turning points for me. These examples do not contain case particulars.²

All of the case studies are examples of what I did automatically with my clients as a result of all my studies. They are not examples of me attempting to test the efficacy of any technique, although I'm always interested in any efficacy. Instead, they are, examples of my use of those techniques which I had integrated and automatically selected on the spot to use with the client.

The case studies with Pat and Lucia and the individual sessions of other clients include *meta comments* from my journal made immediately after the referred to session. I call these meta comments *Instant Replays*. They are made from the perspective of me coaching myself. They are an evaluation of my own performance relative to what I liked, what I didn't like, and what I would do differently the next time. To keep track of my performance, I "scored" myself on a curved scale of from 1 to 5 (5 being the best) in terms of how well I delivered the content and the process of the session. I engaged in this self-evaluation not to be overly analytical or overly involved with the "syntax" of things, but for the purposes of improving myself, keeping in mind that it's difficult to improve what is not measured. In these evaluations I was fair but also generous with myself, realizing that I had done the best I could in each session.

² Name of the clients and some of the particulars of their cases have been changed, with the exception of Lucia Maya who chose to use her real name.

Part IV:

Conclusion

The first section of this work overviewed the background of Neuro Linguistic Programming. The second section detailed its principles and the structure and process of its practice. The middle section reported on the clinical integration of some of my learnings into my private hypnotherapy practice. This final section summarizes the knowledge I have gained as a result of this study. It also summarizes the value that that knowledge has brought to my life and practice. Specifically, it summarizes aspects of various learnings, advice to myself, answers to the skeptics, and some suggested further areas for study in the following general categories: Clinical Approach; Conscious/Unconscious/Trance; Control/Loss of Control; Manipulation; Paradigm Shift; Rapport; Reframing; Strategies; Representational Systems/Eye Accessing Cues/Minimal Cues; The Milton Model; Goal Setting; The Principles of NLP; Utilization; Voice; The Learning Process.

Summary Of Part IV

In my opinion, genuine therapy of any kind, is a work of art and a work of love. Hypnotherapy as well as NLP, is the art of helping clients connect with the vast realm of wisdom that lies within them. Both work to invite the client to take advantage of this wisdom and apply it in the context of the problem. The narrow perspective of the conscious mind is a limited resource when dealing with human problems. It behooves one to coordinate the use of all three minds. Relaxation is the cue for the unconscious mind to upload its synthesized, creative information into the conscious mind. The NLP practitioner and the hypnotherapist use the language of the Meta and Milton Models that presumes that the client will find all the resources they need inside the storehouse of their unconscious mind that will help them to identify, corral and utilize symptoms as solutions. When the therapist does this she is sponsoring the growth of the emerging self. A therapeutic trance is an alerted state that everyone is already aware of and already uses on a daily basis to connect with their inner wisdom and depart from their fixed way of looking at the world. Hypnosis and NLP are axes for the frozen sea of perspective within us. They help us get a different perspective on things, a different perspective that makes all the difference in our lives. They help us do what we already want to do, but do it more effectively. The hypnotist and the NLP practitioner are not “manipulating” clients. They are helping them reach a mutually agreed upon destination. The distinguishing presupposition of NLP and hypnosis that sets it apart from other therapeutic approaches is that it holds that the answer to man’s problems lies within him. They are both future based, solution oriented approaches. Rapport forms the bedrock of any therapeutic relationship. Confidence, more than any other single human quality, affects the outcome of any human endeavor. Confidence is inordinately necessary for the NLP practitioner or the hypnotherapist to perform efficaciously. Real therapy speaks to the soul of the person. Reframing opens a window that lets the gentle wind of wisdom waft in. The greatest reframe of all turns failure into success. It makes us understand William Stafford suggestion: “I must be willingly fallible in order to deserve a place in the realm where miracles happen.” Valuable information can be gleaned from a client’s minimal cues regarding how they create their subjective reality. No one is a stranger to the good feelings that come from arriving at one’s own conclusions as opposed to being told what to do or think by someone else. And everyone knows that language that allows us to do our own thinking is far more engaging and ultimately far more persuasive. The language of the Meta and Milton models help us to do our own thinking and solve our own problems. Certain things are intuitively, if not undeniably true: Like, one’s model of the world influences their behavior; one always does things that are in their own best interest; failure informs my next attempt; two options keep me locked in a paradox; more than two options opens me up to the real world of choice; if you can do it there’s a possibility that I can; Symptoms are a red flag that says that something inside of me is trying to “wake up.” Problems are opportunities for growth. The most therapeutic position to come from is one that is informed by the wisdom of the unconscious mind and the intelligence of the conscious mind at the same time. There’s so much more to learn.

Epilogue

What is the magic for achieving excellence in life?

In the introduction of this paper I asked the question what is the magic for achieving excellence in life? At the time I was thinking of “excellence in life” in terms of developing ones potential to the fullest. I spoke about the “glittering diamond” of the power of visualization and how I became an “evangelist” spreading its good news. I also talked about my discovery of Neuro-Linguistic programming and how it was defined as the study of human excellence and how I set out to learn more about its inventors, *Who were they? What influenced them? What was their purpose? Who were their models? How did they distill their theories? What claims did they make? What was the structure and process of Neuro-Linguistic Programming? What are its principles?* I really had no idea what I would discover in my studies. I just went about my business. Soon enough I found the answers to my questions about the inventors of NLP and how it works. I learned about NLP’s model of how the mind and language work together to create internal and external realities. Much that I learned about NLP validated my belief in the power of visualization and the role it plays not only in achieving excellence in life but in healing the mind, body and spirit.

But something else was validated by my studies and my practice of both NLP and hypnotherapy. My clients demonstrated to me that living a life of excellence has to do with much more than just fulfilling ones potential and visualizing success. Living a life of excellence is simpler (and harder) than that in many ways. Living a life of excellence begins with being true to oneself first. It has to do with honoring ones core being. It is rooted in ones ability to love oneself. The more one can freely love oneself, the more one can love others. Loving oneself means choosing to accept and appreciate ones self. It also means accepting the challenges that life brings.. It means seeing them as opportunities to better oneself. It means penetrating through fears. It means falling down and getting back up again. It means winning some and losing some. It means being free and independent of the approval of others. It means seeing oneself as valuable. It means being able to laugh at ones self. It means giving life everything you’ve got. It means making the best of whatever happens in life. This is the real magic of excellence. How one gets to this place in life and who helps them along the way doesn’t matter but it helps if one has something or someone who can broaden their perspective.

One morning, while on one of my Meditation Walks, along a path that overlooks the Long Beach harbor, I caught up with an elderly gentleman hobbling along with the aid of a cane. We had met several weeks before on this same path and had briefly chatted. At that time he told me that he was recovering from a stroke and was walking to retrain his muscles. On this day he seemed to be walking a little better so I inquired about his progress. He excitedly

told me of how he was now able to go out with a senior citizens group on excursions to museums and art galleries. He called these excursions his “workouts” and was proud that he had improved enough to be able to do them. I attempted to compliment him on his progress, but he quickly retorted that he didn’t want me or anyone else to think that it had anything to do with his “will power”. “I don’t really have any will power”, he said. “There are lots of people who have had a stroke and have plenty of will power and just are not able to improve. It’s not their fault”, he assured me. “They shouldn’t be blamed.”

Then he told me this story. His five-year-old grandson had suffered brain damage at birth. This damage rendered him incapable of speech and unable to use his body in any way. All he really could do to communicate was make some guttural sounds and wriggle his body about. His father rigged up a “skate board” for him to lie on so that as he wriggled he could roll himself around in his little world. The child did this with apparent glee. One day a friend observed the boy scooting around and remarked to the father that it must be awful for him to have to witness and deal with his son’s unfortunate condition on a daily basis. The father, quickly replied, “It’s far from awful. My son’s is a miracle to us. He’s an angel who has arrived in our lives to teach us how to appreciate life. He’s brought more blessings and taught us more lessons about life than we could ever have imagined or counted. He’s given us a whole new perspective on life.” The old man was smiling the entire time he told his story.

As I walked away I thought about how eloquently his story spoke to the point of accepting life and the healing power this perspective brings. Then I understood why he was making such progress. I went home with a whole new perspective on the magic of achieving excellence in life.

Bibliography

“Humanistic Psychology,” Encyclopedia of Psychology Vol 2, 1984 ed.

Andreas, Connierae and Steve, PhD., Heart of the Mind. Engaging Your Inner Power to Change with Neuro-Linguistic Programming, Moab, Ut, Real People Press, 1989.

Andreas, Steve, and Virginia Satir, The Patterns of Her Magic, Moab, UT, Real People Press, 1991.

Bandler, Richard, and John Grinder, The Structure of Magic II, Palo Alto, CA, Science and Behavior Books, Inc. 1976.

Bandler, Richard, and John Grinder, Patterns of the Hypnotic Techniques of Milton H. Erickson, MD., Volume 1, Capitola, CA, Meta Publications, 1975.

Bandler, Richard, and John Grinder, The Structure of Magic. A Book About Language and Therapy, Palo Alto, CA, Science and Behavior Books, Inc. 1976.

Bandler, Richard, John Grinder, and Virginia Satir, Changing with Families. A Book About Further Education for Being Human, Palo Alto, CA, Science and Behavior Books, 1976.

Bandler, Richard, and John Grinder, Frogs into Princes, Neuro Linguistic Programming, Moab, UT, Real People Press, 1979.

Barsky, Robert F., Noam Chomsky – A Life Of Dissent, Cambridge, MA, The MIT Press, 1998.

Bateson, Gregory, Steps to an Ecology of Mind, Chicago, IL, University of Chicago Press, 1972.

Carroll, Robert Todd, “Neuro-Linguistic Programming (NLP)”, Skeptic’s Dictionary, <http://www.geocities.co.jp/Technopolis/5298/neurolin.html>, 2000.

Collingwood, Chris and Jules, “1996 Interview with Dr. John Grinder”, Inspiritive, www.nlp.com.au/grinterv.html, December 30, 2000.

Collingwood, Chris and Jules, “An Interview with Dr. Stephen Gilligan”, www.stephengilligan.com/australia.htm, January 1, 2001.

Cytowic, M.D., The Man Who Tasted Shapes. A Bizarre Medical Mystery Offers Revolutionary Insights into Emotions, Reasoning, and Consciousness, New York, NY, G. P. Putnam’s Sons, 1993.

Day, M.E., “An Eye Movement Indicator of Type and Level of Anxiety”, Journal of Clinical Psychology, 1967, 66, 438-441.

Day, M.E., “An Eye Movement Phenomenon Related to Attention, Thought and Anxiety”, Perceptual and Motor Skills, 1964, 1f9, p.443-446.

- Dilts, Robert, "Bringing Light Into The Darkness: The Principle of Positive Intention", The Article of the Month, www.nlp.com, June 21, 2001.
- Dilts, Robert, "Presuppositions", The Article of the Month, <http://www.nlp.com/Articles/artic20.htm>, June 21, 2001.
- Dilts, Robert, "Synesthesia and the Structure of Beliefs", The Article of the Month, www.nlp.com, April 5, 2001, p.1-3.
- Dilts, Robert, John Grinder, Richard Bandler, and Judith DeLozier, Neuro-Linguistic Programming, Volume I, The Study of the Structure of Subjective Experience, Capitola, CA, Meta Publications, 1980.
- Gilligan, Stephen, Ph.D., The Courage To Love, Principles and Practices of Self-Relations Psychotherapy, New York, W. W. Norton & Company, 1997.
- Gilligan Stephen, Ph.D., Therapeutic Trances, The Cooperation Principle in Ericksonian Hypnotherapy, Levittown, PA, Brunner/Mazel, 1987.
- Grinder, John, and Richard Bandler, Trance-formations, Neuro-Linguistic Programming and the Structure of Hypnosis, Moab, UT, Real People Press, 1981.
- Grinder, John, Judith DeLozier, and Richard Bandler, Patterns of the Hypnotic Techniques of Milton H. Erickson, MD., Volume 2 ,Capitola, CA, Meta Publications, 1977.
- James, Tad, and Wyatt Woodsmall, Time Line Therapy and the Basis of Personality, Capitola, CA, Meta Publications, 1988.
- Korn, Errol R. and Johnson, Karen, Visualization, The Uses of Imagery in the Health Professions, Homewood, Ill, Dow Jones-Irwin, 1983.
- Kopp, Sheldon, Guru, Metaphors from a Psychotherapist, Science and Behavior Books, Palo Alto, CA, 1971.
- Kostere, Kim M., and Linda Malatesta, Get the Results You Want, A Guide to Communication Excellence for the Helping Professional, Portland, OR, Metamorphous Press, 1989, p.60.
- Lankton, Stephen R. and Carol H., Tales of Enchantment, Goal-Oriented Metaphors for Adults and Children in Therapy, New York, NY, Brunner/Mazel, 1989.
- Lankton, Stephen R. and Carol H., The Answer Within, A clinical Framework of Ericksonian Hypnotherapy, New York, NY, Brunner/Mazel, 1983.
- Lankton, Stephen R, Practical Magic, A Translation of Basic Neuro-Linguistic Programming into clinical Psychotherapy, Coopertino, CA, Meta Publications, 1980.
- Maslow, Abraham, Toward a Psychology of Being, Second Edition, D. Van Nostrand Company, Inc., Princeton, NJ, 1962, 1968.
- Maya, Lucia, Luz Implacable de Lucia Maya (Sistole Diastole Ediciones Alternativas de Arte, Jalisco, Mexico), 2000.
- Mills, Joyce C., and Richard J. Crowley, Therapeutic Metaphors for Children and the Child Within, Philadelphia, PA, Brunner/Mazel, 1986.

Morrill, Del Hunter, M.S., C.C. H. Great Escapes, Volume II, Assisting Adults and Youth to Obtain what they Desire, Tacoma, WA, New Beginnings Publishing, 2000.

Neves, R. A., Hypnosis Scripts, NLP Interventions, and Collected Thoughts, Irvine, CA, American Institute of Hypnotherapy, undated.

Overdurf, John, and Julie Silverthorn Training Trances, Multi-Level Communication In Therapy and Training, Portland, OR, Metamorphous Press, 1994.

Rogers, Carl, On Becoming A Person, A Therapist's View of Psychotherapy, Boston, MA, Houghton Mifflin Company, 1961.

Sanford, John A., Healing and Wholeness, NY, The Missionary Society of St. Paul the Apostle, 1977.

Schwab, Johanna, A Resource Handbook for Satir Concepts, Palo Alto, CA, Science and Behavior Books, Inc., 1990.

Segal, Daniel Alan, Thinkers of the Twentieth Century, Chicago, IL, St. James Press, 1987

Simonton, M.D. and Stephanie Matthews, Creighton, James L., Getting Well Again, A Step-by-Step, Self-Help Guide to Overcoming Cancer for Patients and Their Families, New York, NY, Bantam Books, 1978.

Silverthorn, Julie and Overdurf, John, Dreaming Realities, A Spiritual System to Create Inner Alignment Through Dreams, Crown House Publishing Limited, UK, 1999

Wenger, Win, Ph.D., Beyond O.K. Psychegetic Tools Relating to Health of Body and Mind, Gaithersbury, MD, Psychegetics Press, 1979.

