FEATURE ARTICLE

SECRETS OF NLP: How to Build Rapport When Working Virtually
by Davide Costella (Switzerland)

NLP COACHING - The Difference that Makes a Bond
by Jay Arnott (UK)

Latest Trends on Business Coaching: Organizational Entities® - NLP Strategy for Knowledge and Visionary Companies
by Alina Tudorache

FEBRUARY 2017
ISSN 2050 - 6724
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6 najważniejszych powodów dla których warto mieć pasję
by Lukasz Wieczorek (Poland)

HUNGARIAN SECTION

Az NLP-ről Iványos-Szabó Zoltánnal
by Krisztina Csurgo (Hungary/Egypt)

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Welcome to yet another exciting edition of the International Coaching News (iCN) online magazine! For our 16th edition, our theme is NLP & Coaching. This edition is loaded with content on a variety of relevant topics on the issues that come with the latest trends on NLP & Coaching.

The ICN is proud to have collaborated with several renowned international columnists, expert coaches and best-selling authors to provide insights on NLP & Coaching. In this edition look out for our feature article ‘Secrets of NLP: How to Build Rapport When Working Virtually’ by Davide Costella from Switzerland. In this article, Davide shares the secret of using NLP in interacting with people virtually.

Another noteworthy article ‘Latest Trends on Business Coaching: Organisational Entities® - NLP Strategy for Knowledge and Visionary Companies’ by Alina Tudorache from Romania. As the title suggests, this article outlines how one can create a competitive advantage in using NLP Business Strategy. In ‘The Business of NLP’ by Christine Dawson from the United Kingdom, Christine shares how NLP can be applied practically to modern business environments and that by coaching with NLP the process is enriched beyond the levels typically seen in the personal development profession. Each of our columnists, too numerous to mention, has taken some really interesting perspectives, and I would encourage a thorough read-through of this edition.

In addition, I am also pleased to announce that we have launched our now revamped iCN website. This is a big milestone in our efforts to expand and improve our user friendly design, thereby encouraging more readers, advertisers and academics to the site.

Just like all our other editions, this edition is not just an interesting read, but it provides you with helpful coaching tools, personal development ideas and professional development techniques to grow your business.

We appreciate your support and look forward to your feedback!

Leeann Naidoo
Division Head, iCN Magazine
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NLP has filtered into numerous fields spanning the realms of business, education, therapy, sport and now has wormed its way into coaching. So, whether people say they like it or not, many are using it.

Expressions such as ‘framing,’ ‘reframe,’ ‘limiting beliefs,’ ‘congruent’ and ‘calibration’ flow from coaches’ verbiage without notice. Presuppositions like ‘communication is the response you get,’ are commonplace and catchphrases like, ‘if what you are doing is not working then do something different’ emerge from hidden laws of requisite variety.

People are startled to hear that NLP has been around over 40 years. It has become a vast field since its inception as META when it was used to deal with the fallout of LSD casualties from the University of Santa Cruz, circa 1974, and some of its early prospectors like David R. Wick went on to create positive transformational impact within the American youth services.

NLP has a kind of Marmite effect (each individual lives in their own unique model of the world) because it generates a ‘love it or hate it’ stimulus-response wherever it goes. In some quarters its message appears to have gotten diluted.

What do I mean by diluted? Well, there are people out there who genuinely believe an NLP coach’s sole intention is to control people’s minds against their will. I remember once being described by an internet hack as a, ‘pernicious brainwasher of pseudoscience.’ Thanks! I won’t go into that here, but in the same light the NLP converts who believes NLP to be the only way self-imposes a limiting map that goes against the true philosophy.

Look beyond that awkward label of Neuro Linguistic Programming and you will find strength in depth. Similar to coaching it has no central regulatory body, and as agents of change, we are lucky to have such freedom. Perhaps one of the reasons NLP and Coaching dovetail so snugly?

Coaching and NLP can certainly be defined as encouraging varied practice as per the coaching process definition in sport. NLP is renowned as a dynamic and efficient change work process and...
coaching prides itself on results through systems of support and accountability. Yet both are very person-centred by nature.

An early modelling subject of NLP, guiding light, Milton H. Erickson said, ‘any suggestion in therapy is a mistake.’ Coaching is not therapy (although sometimes it feels like it!) but the danger lies in offering suggestions when we don’t know we are doing it. If content is yours and process is theirs, there are times when we need to impose ideals, but at least need to know for what purpose. A common bias in both fields I suspect is an aspiration to show not tell. Get our clients to find their own way, not ours. Both professions promote connecting deeply and powerfully with client subjectivity in order to meet them at their model of the world and create profound shifts. Something I keep in mind is: prepare the mind such as The Three Principles of Mind and Experience.

In NLP, there is no script. All we have is the patterning from our training, a bag of simple but powerful presuppositions and shed load of calibration (acute observation and response).

If you know NLP in its purest form you will realise that it is not limited to simplistic visual swish patterns, bound by rigid eye pattern calibration, or a one approach to a ‘fast phobia cure’ (Erickson’s old rewinding technique). If you are at Master Practitioner level you will have embedded the principles from the key patterns and will know that you generally follow zero script. The most important aspect of NLP is the client in front of you. Can you see the connection to coaching now?

With pure NLP we generally understand:

1. **The Map is not the Territory**
   - you help your client realise this and take ownership.

2. **Respect your client’s current map**
   - value the coachee’s current subjective experience. (The recent Renaissance of such philosophies of mind such as The Three Principles of Mind and Thought) are but around this principle alone – although the followers may not see it our admit it).

3. **Calibrate, calibrate, calibrate**
   - when you are scriptless you are duty bound to operate in your client’s world and give them 100% attention. When you operate from a know-nothing state of acute observation you notice small changes in state and incongruencies as a continuing feedback source. Lift your head up from your notes!

4. **Process not content**
   - generally speaking, you work with a process instead of content. Many NLP’ers believe NLP to be the only map. They have no idea they are applying their own content and keep asking their client to visualise on a one hour session where time is at a premium and the client has already told them they have got a really bad ‘feeling’ about it or that the future does not ‘chime well,’ so you go with what’s being presented.

The danger with NLP is that some clients often look to it as a one-session-fix. The beauty of coaching is that the process is much more realistic. With coaching you present a support system (a package), and this helps integrate tasking, environmental changes, strategies, and other considerations of rapport and your client opening up to move beyond what I call the ACDC states of stagnation – Aversion, Constriction, Denial, Comfort Zones – when your clients sabotages and resists. Which happens at all levels.

Just some examples of NLP Coaching and how it might help:

1. **Chunking** – to break down large abstract goals into achievable steps.

2. **Logical Levels** – using Russell’s system to determine exactly on what level a problem sits.

3. **NLP New Code** – applying games and activities to enhance high performance from a content-free (associate to state rather than think) perspective.

4. **Change personal history** – to remove past barriers affecting future performance.


6. **Solutions focused** – work from the present-future possibility perspectives.

7. **Sensory experience** – create massive shifts which result in desired behaviour.

8. **Create change from the inside out** – ownership, map and territory distinctions.

9. **Physiology** – moving into spaces to access neurological connections.

10. **Pattern interruption** – disrupt and collapse non-resourceful patterns through language, touch, physiology, anchoring.

I define coaching as ‘creating shifts in subjective experience in order to accelerate performance,’ and there is a debate whether the word ‘coach’ as modern expression actually evolved from NLP’er Tony Robbins when he didn’t have a job title for his work?

NLP has already permeated coaching, but NLP Coaching has its own distinctions. You will find it in many coaching books in the form of popular diagrams like Dilts’ Neurological Levels, drawn from his book From Coach to Awakener in books such as the The Art of Coaching by Jenny Bird and Sarah Gornall.

It would be great to see some sort of conjoined approach.
to pull off the juggling act of catering for three audiences:

- Coaches or people who use coaching as part of their job
- People already trained in NLP
- People interested in using NLP or coaching in their personal or professional lives

He achieves this by structuring the book into three sections; ‘The sessions’ (including contracting, pacing and leading, rapport, client’s inner world,) secondly, ‘The processes: helping your client with...’ (includes toolkits for goals, creativity and life purpose – many familiar but including two of Steinhouse’s own) and thirdly, ‘NLP coaching contexts’ (including when and where).

As no less a luminary than Robert Dilts says in the preface to ‘Coaching with NLP’ - “I am impressed with the way that Robbie has been able to capture the essence of the discipline with such clarity and simplicity.... In addition, [he] has added his own special insights to make these processes highly accessible to professional coaches.”

I met up with Robbie recently at The NLP School course on ‘How to coach with NLP, TA and Mindfulness’, a three-day workshop presenting a group of coaching processes which build on NLP to teach coaches how to engage with more complex, existential issues and enable clients to bring about deep and lasting change.

The course is very much Steinhouse’s show and he presents with a direct and clear style which contains an underlying and a mischievous sense of humour. He aims to demystify NLP and has tightened the integration between coaching and NLP. This includes the introduction of a new model of his, the Leadership Matrix, in which Steinhouse has identified 17 core characteristics, or archetypes. “It’s based on the work of Robert Dilts and Stephen Gilligan and the aim is to help people build their own businesses or develop in their career. It also provides coaches and consultants with a comprehensive and sophisticated model to use in leadership coaching.”

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What is the way forward for NLP?

by Malcolm Nicholson – iCN Journalist (United Kingdom)

The vast bulk of developmental work in NLP happened during its most fertile and creative period under Bandler and Grinder on the West Coast in the 1970s.

Even ‘New Code of NLP’ (as opposed to what is now called ‘Classic Code of NLP’) has been around since the 1990s. This aimed at putting more emphasis on the subconscious to select the resources required to bring about changes.

However, the work of Robert Dilts, one of the originators of NLP, continues extending its boundaries. He is a leading thinker whose work includes the development of what has become known as ‘Systemic NLP.’ “Some of his techniques and models include: Reimprinting, Integration of Conflicting Beliefs, Sleight of Mouth Patterns, The Spelling Strategy, The Allergy Technique, Neuro-Logical Levels, The Belief Change Cycle, Generative NLP Patterns, the Unified Field Theory for NLP and many others.” (1)

An adherent to the work of Dilts – and someone who now teaches with him - is Robbie Steinhouse, who runs the NLP School based in London in the United Kingdom. He has been building on several Dilts models and has developed a tight integration of these into ‘mainstream’ coaching.

Steinhouse has also authored several books, including the excellent ‘How to Coach with NLP’ (Pearson business, 2010), which manages...
He provides sufficient space for delegates to practice, with both pragmatic exercises and reflective time to consolidate their learning. “My approach tends to be more semantically based than a lot of NLP approaches” said Robbie, “a good example of this being the use of hypnosis and its induction.”

Maybe there lies the crux – does there have to be ‘new’ when what may be needed is a wider impact? The way forward for NLP could be about the ‘where’ – where it’s used, taught and consequently how it has a greater impact on society. Behaviour and behaviourism are sadly lacking in nearly all school curricula for example.

Or it could be that rather than seeing revolutionary new core models, we see the fragmentation of how NLP is applied. Various streams have already emerged, with NLP being applied in a range of careers and settings from medicine to sales to pick up lines. So we are beginning to see the way it is applied and integrated as a big change going forward? Even Grinder said that NLP for 99% of the people in the world has nothing to do with his description of it! This is due to the fact that most people come to NLP as a result of courses or books, which look at the application of NLP techniques in a packaged form.

The NLP School has certainly shown a way ahead – and Robbie Steinhouse’s work may be leading the way that NLP morphs as it evolves, into a delivery mechanism where it can continue its impact.

The NLP School is a great example of where to get leading edge accredited NLP Coaching training that goes further than many other organisations.

**So where next for NLP?**

Interest in NLP is not diminishing. However, the market for learning NLP has become commoditised in many areas. Unlike 40 years ago when NLP burst onto the scene, the subject is still developing, but the changes are more incremental than revolutionary. Both Bandler and Grinder are currently active in the commercial marketplace and have developed their own forms of NLP, including Grinder’s New Code NLP, whilst Bandler has a number of new ‘human change technologies’ available, all with a conspicuous trademark or registered name mark next to them – unlike their initial work! Grinder seems to be marketing to the lucrative business market, whilst Bandler, aims at the rest of us.

For a few years, I have been designing and delivering Business coaching products by combining NLP techniques with up-to-date organisational Management and Marketing Trends, in order to offer effective, innovative and updated coaching tools. I have created and implemented new NLP Business Coaching strategies, such as Organisational Entities®, NLP Says Business®, Repatterning Trust®, Creativity Waves®, Corporate Strategies for Top Management®, NLP Generator for Professionals® for online teams, managers, digital entrepreneurs, to global online marketplaces representatives and more.

As a Gamification Business Strategist and Behavioural Designer, I share knowldege from trainings, coaching, research, through my work within organisations and online communities. My background as an e-commerce entrepreneur since 2007 reinforced my work online, making me a valuable resource for companies and teams in a global environment. - ( e.g.: South Africa’s Hiring Bounty, New Zealand - Conversologie).

In 2014, I have published all the coaching experience found in Organisational Entities® and deliver it as an NLP toolkit for projecting, planning and implementing your ideas to work for you.

**ORGANISATIONAL ENTITIES® AND COACHING MECHANICS**

Competition is always opening new doors for its clients, but business processes can always be improved. Therefore, I have created Organisational Entities® for organisational Management and Coaching settings as a new way for companies to gain competitive advantages. This program and strategy imply collaborative processes, generating ideas, action planning, and leading to the implementation. It is one of the most effective NLP Visionary Business Coaching strategies, designed and delivered over the last 5 years.

I have been adapting, reshaping it, obtaining a process of visionary thinking and behaviour, creating congruence and innovation in an organisational environment. This will help you discover and identify the five structural key elements of this strategy: idea generation, power distribution, decision making, people involved and the process of this whole strategy. This coaching strategy allows different organisational shifts, such as: transforming an employee into a leader, from a mentee to mentor and enhances managerial effectiveness.
Designing this strategy, I have taken into consideration new organic systems, which are companies focused on development, creativity and knowledge. It is here where the Organisational Entities Strategy can be implemented, using collaborative strategic visioning and planning, leading to success.

Think about new visionary and knowledge companies. They all removed organisational myths, adopted new organisational structures, sustained organisational development, focused on new technological practices. Some of them collaborate or have employees on the global online markets. Those employees work from the very comfort of their home on platforms, such as Odesk, Guru, Freelancer, Elance. Some of them function virtually in metaverses, platforms made in virtual worlds and currencies (such as Second Life).

Yes, we can expand here the area of implementing Organisational Entities© coaching strategy by making it function in environments which are not concrete spaces anymore. Why is this happening? Because successful, visionary companies acquired this status through a comprehensive strategy that includes a system of values, openness to risk, adapted to the changes in the global market and they have been projecting flexible ideas and practices in their workplace settings and realities.

Organisational Entities© Strategy has five structural elements and their function adapted to the Visionary Dreamer, Realist Manager and Transformational Leader's role in this strategy. These three main roles of Organisational Entities strategy function in real parameters of a company and also in online global companies.

The Visionary Dreamers and the Realist Manager (the operational step of this strategy) are working hand in hand to produce, develop ideas and find the necessary resources for their implementation. In this setting of organisational Kaizen, crowdsourcing and appreciation of innovation, we see the visionary dreamer who gives birth to ideas, pass them to a manager able to preserve the framework and idea contents of the visionary dreamer and realist enough to offer solutions for planning further-on.

The last role in this strategy is played by an organisational entity who can offer perspective, freedom, but also have the power to make decisions, coach and lead others to collaborative success. The ideas of the Visionary Dreamers, the efforts to find resources and plan the processes needed by the Realist Managers, they wouldn’t be implemented without the agreement of the Transformational leader. It is he who allows ideas and clear action plans to lead to organisational change. Moreover, at the organisational level, the leader identifies the need for change, creates a vision and a mission, along with the other visionary dreamers, contributing with their ideas.

What’s important now is the fact that during the lifecycle process of this strategy, we need the three organisational entities to work together, collaborate and come to terms. It is highly important here for the three organisational entities - the visionary dreamer, the realist as a manager, and the transformational leader as a critic to be congruent and align with each other and to find satisfaction into collaborating. Fulfilment of the ideas of any project is given by congruence between the members of that project, in the first step.

I have to tell you that during the Organisational Entities strategy, it is the transformational leader’s role to conduct this ecology check at the end and have a clear answer from the involved parts. The advantages and disadvantages of the new project need to be weighted in terms of organisational objectives. During the ecology check, the transformational leader needs to look into the past situation, where they had no ideas, no project planning, no vision and to consider the advantages and disadvantages of that situation. He also needs to look into the present situation and analyse its advantages and disadvantages as well.

The transformational leader needs to ask himself and the other players in the strategy what would be the cost to pay, the efforts to make in order for this strategy to be a success. He also needs to think forward along with the others and take into account the changes that will be made at the organisational level. They all need to focus on the impact of the new project, how reaching the
objectives will affect the others, the company, the visual identity of the company, its name on the market, the competitive advantages or the globalisation of the company. The transformational leader, along with the others needs to ecologically verify the changes needed to be made and their impact.

Congruence between strategy roles and ecology of the whole thinking, planning and designing process does not only create effective workflow collaboration, but it also can assess risks of the ideas put into practice before launching them into real markets.

Here is a tip, you might find useful while using this strategy. This strategy needs a follow-up. Because processes can always be improved and the competition is always opening new doors for its clients. Follow the Organisational Entities Strategy steps and remember that after hitting Exit you can always come back for testing visionary thinking and planning along with your team.

Finally, consider organisational congruence even further, before applying this strategy. What I want to say is that you need to analyse the parameters of the following alignment Organisational Entities Strategy steps and remember that after hitting Exit you can always come back for testing visionary thinking and planning along with your team.

Organisational Entities© Strategy as a Coaching process is perfect for you if:

- You want to learn how to create competitive advantage with a very new NLP Business strategy
- You have a freelancing, consulting, or small or large business
- You are a manager, leader or any other employee working in a company where Kaizen is applied, visionary or/and knowledge company
- You need a completely new approach towards your business and your team members, employees
- You want to learn how to connect with anyone in your team to create visionary thinking and generate proactive behaviour
- You’re tired of trying useless approach to boost your business activities
- You understand and value online workforce
- You are interested in various NLP Strategies applied in Business
- You are a Business Designer, Innovation Consultant, NLP Researcher, Trainer, Coach, etc.

The Business of NLP
by Christine Dawson
(United Kingdom)

The intellectual origins and psychotherapeutic applications of early NLP are widely documented. Indeed, NLP was created for the detailed study of the natural language used by eminent psychotherapists of the 1970’s and the inherent processes and techniques they used to generate transformative change in their clients. NLP’s unique and specialised beginning is well understood by those who have paid attention to this impressive method of thinking about thinking. As a result, as an NLP specialist, I am often asked about the modern day applications of NLP and how it can be woven into the everyday hustle and bustle of fast moving corporate life. Can NLP be an effective catalyst of performance enhancement and prospect acceleration in business?

The answer is simple. YES!

Contemporary NLP has evolved significantly from its extraordinary birth, reaching a maturity that has practical applications across the breadth of the corporate world. What follows is a brief and by no means exhaustive description of just some of the areas where NLP can be effectively applied in business contexts.

Let’s begin by considering Leadership. An excellent leader is inspirational, motivating, understanding, supportive, influential and a really effective communicator. They ignite passion in those around them and encourage people to perform at their best. A leader must provide those around them with a model of continuous personal and professional development, whilst accepting feedback and sacrificing self for others when appropriate. There is humility within each leader, enabling them to gain fulfilment through the success of others, which in turn reflects their own accomplishment.

Great leaders are great because of how they lead and that’s through emotional content. Everything they do and everything they say compels the people around them emotionally. Leadership is about the ability to drive a collective of positive emotions in a direction which produces optimum results. It is also about the resonance of the leadership style with those who are being led. The leader must demonstrate an honest empathy in order to really resonate with a whole team.

Developing and growing the ability to connect with a team at the emotional level begins with an understanding of self and the capability of being in control of the products of your own mind. A congruent self is the ideal platform from which to launch an excellent leader.

Learning how to understand others and to lead them in a way that resonates and connects at a deep and lasting level is the ultimate outcome of applying the thinking and principles of NLP. It’s true that some leaders are born, I believe that they can also be created with a new way of thinking and new learning which dives fathoms into the understanding of how thinking creates behaviour.

NLP is also the ‘must have’ new thinking mechanism for generating sales that are off...
the person’s belief and value system, then they will either not be influenced or will feel very uncomfortable within the linguistic exchange. NLP holds the appropriate technologies to influence within a person’s belief and value system and enable them to expand their thinking capacity by considering new alternatives.

Let’s turn to some very personal business skills now and in particular, Public Speaking. Speaking in public is one of the greatest fears or phobia in the world today. Standing before an audience of 2 or 2000 instils complete dread into the hearts of millions. I have frequently heard a ubiquitous belief that a great presenter is someone with natural charisma and that charisma isn’t something that you can learn. The truth is that charismatic speakers can be created through the adoption of some very powerful, yet simple NLP techniques.

Perception is Projection. Your audience will feel whatever emotional state you are feeling when you present yourself to them. If you feel nervous and uncomfortable, your audience will feel the same. Any presentation must always begin with a positive and useful internal state. This is the foundation that differentiates an NLP based approach. You can teach someone all the tricks and traps you like, if they are not in a positive state, they will never conquer the wizardry of public speaking.

Learning how to prepare yourself to deliver a presentation and, just as importantly, how to prepare your audience to receive your message is the answer to the mystery of great public speaking. A powerful presenter skillfully involves the whole audience, ensures that everyone connects with the information offered, whilst remaining in total control throughout.

The psychology of response is a key understanding of engaging an audience. The meaning of your communication is dictated by the response you get back, so elegant language usage is paramount. Nonverbal communication can also direct the success of a presentation, your physiology can often speak more loudly than the words that you use. Physiological control and targeted movement can take your audience on a journey that words alone could not.

Organisational Recruitment is critical to the success of any business and the price tag attached to recruiting a new employee is high. It’s therefore critical that each and every selection is the right one. The selection of candidates who will produce
optimum performance in a specific role begins long before the applicant reaches the interview panel. The position must first be rigorously profiled in a way that describes the tasks and responsibilities of the role and the personality type of peg that will snugly fit the vacant hole. Skills and techniques can be learned, specific personality traits are unique to the individual and of far greater value.

Advertisements for a vacant position must also use carefully constructed language patterns which fully reflect the type of candidate required. If the advertising copy is created in a manner which specifies personality traits within the NLP language paradigms, you will receive far less applications from unsuitable job seekers.

Elicitation of Meta Programmes gives the employer and unparalleled insight into the basis of a candidate’s personality and working preferences. By learning how to administer and interpret the outputs of a very simple set of carefully crafted questions, the recruiter will know more about the candidate than they consciously know about themselves. The Meta Programmes tool offered by NLP is easy to learn and quick to deploy and does not require any knowledge of complex psychological process to interpret. Imagine the return on recruitment investment if every candidate you recruit is the best candidate, has longevity within the company and operates at 100% efficiency at all times.

Secondly, a seasoned test taker knows a candidate in a box from which they will never escape. There are many standard, widely used psychological profile tests that an employer can utilise to put a candidate to the test. Personality traits are unique to the individual and participants therefore retain the information offered to them more easily and utilise new skills and techniques through the creation of revised internal processing. Each participant must be allowed to learn in exactly the way the brain wants to learn, rather than experiencing a sheep dip approach which is devoid of relevance and resonance.

Understanding how to recognise variations in learning style is paramount when training groups and each training must be carefully designed to offer a compelling interaction with everyone attending. The detail of a trainer’s preparation adds an enormous difference to the results of the training and the quality of feedback received. Constructing each topic delivered in a precise manner and in a sequence that will resonate with everyone is just one of the amazing techniques NLP can deliver to you.

Training happens in almost every business at some level. Training with impact and charisma is both an art and skill. The ability to communicate complex ideas to a wide ranging audience with different communication processing systems and levels of knowledge is a honed skill and a skill that can be learned. The most excellent trainers have the capability to train both the conscious and the unconscious mind simultaneously.

Understanding how to recognise variations in learning style is paramount when training groups and each training must be carefully designed to offer a compelling interaction with everyone attending. The detail of a trainer’s preparation adds an enormous difference to the results of the training and the quality of feedback received. Constructing each topic delivered in a precise manner and in a sequence that will resonate with everyone is just one of the amazing techniques NLP can deliver to you.

A trainer must also have the ability to control their own emotional state and that of their group of learners. Well-honed sensory acuity enables the focussed trainer to notice even the slightest shift in the state of even a single individual. If state shifts to a less resourceful position, then the trainer must react immediately or lose the participant completely. Your training pound is important and too many of these pounds are wasted because of trainers who have not been exposed to the correct resources to carry out their job to the best effect. A well trained trainer will make those training pounds work.

Finally, let’s consider the NLP and its connection with the business of coaching. A coaching relationship is a developmental on-going interaction between two people, the Coach and the Coachee, which assists the Coachee to develop their capabilities, achieve their goals and objectives and produce successful results.

The Coach facilitates change through verbal and non-verbal communication. The coach will ask searching questions which will act as a catalyst to new multi-dimensional thinking with greater depth and breadth. The Coachee will have the time and space to reflect and learn, looking inwardly and focussing on self. The coach may provide explanations, metaphors and a guiding focus, whilst ensuring that the coachee takes responsibility for their own personal development. Coaching is an interactive process and can incorporate practical exercises and tasks to cement in new learnings and encourage growth. The Coach promotes and supports their Coachee’s growth, learning, professional development, and personal benchmarks, whilst the Coachee retains responsibility.

The coach will both challenge and support whilst stimulating exploration of undiscovered avenues of thought and encouraging self-expression. The Coaching moment is coachee-centred with complete and total focus on the development of excellence and personal organic and dynamic transformation. The overall purpose is to provide help and support for people in an increasingly competitive and pressurised world to take responsibility and control of their own learning and development. NLP Coaching has great depth and impact as the language elicits deeper seated responses from the coachee and once challenges and barriers are discovered, NLP has the technology available to resolve and remove them so that the coaching process can continue unimpeded. Coaching with NLP enriches the process beyond the levels typically seen in the personal development profession.

I hope that this insight into how NLP can be applied practically to modern business environments has informed and perhaps surprised you. A tool for the few has transformed into a way of thinking of the masses. If you believe that NLP has nothing for you, then perhaps you should reconsider and discover what thousands of others have benefitted from over many developmental years of continuous innovation.

ABOUT CHRISTINE DAWSON
Christine (MABNLP, MTLT®A, MABH) is the Managing Director and creative force behind Quest for Success Ltd. She has total belief in human potential and strives to ensure that everyone she works with becomes the best they can possibly be.

Trainer of Master NLP, NLP Master Coach, Master Time Line Therapy® and Master Trainer of Hypnosis
NLP or to use its full term of ‘Neuro-linguistic programming’ is an approach to communication, personal development, and psychotherapy created by Richard Bandler and John Grinder in the 1970s.

In 1972 Richard Bandler, an undergraduate student of psychology; approached John Grinder, an Assistant Professor in the linguistics faculty at UCSC (University of California, Santa Cruz, USA); for assistance in specific aspects of modelling the Gestalt Therapy. Bandler and Grinder, along with Frank Pucelik and several other students at the university; spent many hours asking questions, doing hours of unpaid research, to create the formation of Meta – modern day NLP.

This is not to be confused with Natural Language Processing which is also referred to as NLP. Natural Language Processing is found within a field of computer science, artificial intelligence, and computational linguistics which is concerned with the interaction between the human language and computers. In this field of NLP there are many challenges which involve the natural language (human language) understanding and enabling computers to derive the meaning from the natural language – input and generation.

In NLP it is said that there is a connection between the neurological processes (neuro-), language (linguistic), and behavioural patterns learned through experience (programming); hence ‘Neuro-linguistic programming’; and that the understanding of NLP can be used to achieve specific goals in life.

After 20 years of litigation, at the beginning of this century Bandler and Grinder entered into an agreement where they both agreed, amongst other things, that they are ‘the co-creators and co-founders of the technology of NLP’. They agreed to refrain from disparaging each other’s efforts concerning their respective involvement in NLP. As part of this agreement, they agreed that the names ‘NLP’ and ‘Neuro-linguistic programming’ not owned by any one party; and that there is no restriction on anyone offering NLP certification.

Both Bandler and Grinder, as well as others have continued to research and develop NLP; and claim that problems may be ‘fixed’ in a single session. Whether you believe this or have experienced it, I know from my own coaching and NLP training that there are some fabulous techniques that have been developed through the NLP research which can be used in one or more coaching sessions.

In ‘How to Take Charge of Your Life: The User’s Guide to NLP’; Richard Bandler, Alessio Roberti and Owen Fitzpatrick state

In other words, you can take control of your own mind and your own thoughts. In my writing about what I call the Universal Thought Process, I talk about how your mind (conscious and unconscious) drives your actions. Using some of the well-known NLP techniques like visualisations you can change the way you think and also feel about an event – past or present – perceived fears, and even phobias.

In ‘How to Take Charge of Your Life: The User’s Guide to NLP’; Richard Bandler, Alessio Roberti and Owen Fitzpatrick state

and this is one of the fundamentals of NLP – the power of belief. What you believe you can do is extremely powerful; as is what you believe you can’t do.

Your own power of belief in yourself, or as a coach the power of your belief in your client, will help you or your client to challenge limiting beliefs; to take each step towards yours or their desired future, while recognising and addressing the limiting beliefs, concerns, fears, or phobias that might otherwise stand in the way.

Listening to yourself is a key to the success of achievement. It is suggested that when you think about wanting to ‘buy’ a specific house that you are not really focusing on what you want to have. What would happen if you were to think about wanting to ‘live’ in a specific house? It’s much easier to create a goal that focuses on satisfaction and what you actually want, rather than what you have to do to get what you want.

TimeLine Therapy ™ ‘created’ by Tad James M.S., Ph.D, which I learnt as part of my NLP training has not only helped me personally but is a tool that I’ve incorporated into my coaching.

As a child, through several not so positive experiences, I developed a real in-depth fear of lightning. It got to the point where I would need to be inside with all curtains closed so that I could not see lightning. The fear remained because although I could not see it, I could always feel the energy of lightning – powerful energy. Working with one of the other students on my NLP course I was able to address my fear to a point where I can now be outside or even driving with lightning around me. I no longer feel the abject fear when I feel the energy generated by lightning.

Henry Ford said

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It’s human nature to start to look for an answer to a question, but one of the challenges we all have is to make sure we are asking the right question. If you ask yourself ‘why do I feel so bad?’ you will give yourself a huge list of answers; but what would happen if you were to ask yourself a different question, i.e. ‘what is the reason I’m allowing myself to feel negative?’ or ‘what would I feel like if I allowed myself to feel positive?’

One of the questions that I find often brings out the answer that will allow you or your client to move forward is ‘how do I know that I can’t do that?’ When I have asked this question of myself or of my clients I often find that the reason is down to someone telling me that I can’t. What if there are wrong? What if I can do it but I choose not to do it? What is the reason I believe someone else, rather than believe in myself?

The NLP tools and techniques, when used as part of your coaching practice, creates the opportunity for each person to take control of their own mind and how they respond to the world around them.

Coaching using all the tools and techniques available creates a journey of self-discovery and achievement!

© Barbara J. Cormack

ABOUT BARBARA J. CORMACK

Barbara J. Cormack MNMC, CIAC, AFC, AFM is your leading Spiritual Coach, Mentor and Trainer; published in six co-authoring books, and author of two of her own. Barbara is an advocate of achieving in every arena of life. Her clients hold her in high esteem as her style of working makes the knowledge of your future, clear, inviting, and achievable; while her style of coaching or mentoring makes the possibility of sustainable change compelling, exciting, and achievable. She combines her extensive background and experience with a keen insight into the demands of balancing the personal with the professional.

NLP for Business

by Jimmy Petruzzi (United Kingdom)

NLP is an art, not a science. NLP is about having a box of tools you can use, rather than a prescriptive set of exercises. The key to NLP is about being creative and adapting the techniques to the situation.

Through my experience over many years in coaching I have come to realise that at times we all have personal problems in our life and those personal problems can affect our business life. I have worked with plenty of people who are experiencing difficulties and it does not matter who they are, the key to resolving these difficulties is to be able to manage their personal lives. All of us are going to have ups and downs in life and obviously our personal life can affect our business life. However, if you are very clear about the area in which the problem lies, even when you have difficulties in your personal life you will still be able to function in business at a level in which you can fulfil your potential. Fulfil your potential. The work I do in business is not only working with performance-related targets and measurements and business strategies, but it is also about helping people because people are people regardless of who they are and what they do. I have worked with some of the leading authorities in business and they all go through difficult situations in life, just like everybody else. I think the key to overcoming difficult situations is being able to manage emotions as much as anything else by developing emotional intelligence and emotional muscle. One thing we all have in common as human beings is emotions and people who are emotionally fit tend to be the ones who fare the best in life. How we manage and channel those emotions is key. Sometimes people have the biggest setbacks you could ever imagine yet the way they respond is positive. I am not saying to respond in an airy-fairy, “the grass is always greener” way because the reality in this world is that we do have difficult situations. I’m saying to respond in a positive way to achieve the best positive outcome. The skills in the article can be transferred to business and life.

The essence of NLP is that by studying, analysing and modelling experts in their field, you are able to copy the critical elements and achieve the same results. For example, if you want to be an expert golfer, leading sales person or manager, you first need to find a model of excellence; i.e., someone worth modelling. Observe what they do and say, and then ask specific questions about what is going on in their mind. This allows you to discover and create a template for success that you can use.
I was working for a football club as a performance coach overseeing various different departments to monitor the club’s performance. One department I was overseeing was in the under 9s to under 16s school of excellence in which young people develop their skills until they are offered what we call an apprenticeship. Beyond that they can get a professional contract.

The team I was working for had had mixed fortunes for a number of years. One of the areas in which I thought big changes could be implemented that would improve their fortunes was to produce young players that the organisation could apprentice to other clubs. If the organisation was only going to pay them a small amount for doing their job, then the kind of work they were getting was what they could expect. I could not believe what I was hearing! These coaches had fantastic opportunities to work with young people, very talented young footballers, and because they felt they were not getting paid as much as they wanted to receive, they were only going to put in so much effort and do an inadequate job.

I am not saying the club should or shouldn’t have paid these people any more or any less. I’m not saying that the pay scale was right or wrong. What I am saying there was nothing stopping these coaches from doing their job to the best of their ability. It’s really important that if we take a job, we always do that job to the very best of our ability. Our job performance starts from within. I know pay is a massive incentive to some people, but going out there and giving it their best shot is probably one of the best rewards they could have.

In all situations, you have an intention. Often this is unconscious; you engage with other people or undertake tasks without thinking what you want to achieve. For example, what is your intention when having a conversation with someone at work? Is it to inform, gain support, satisfy your need to be heard, seek attention, boredom, or something else?


If your intention is unclear, you run the risk of behaving in a way that will sabotage your best efforts and leave you feeling dissatisfied. A classic example of this is when someone is feeling bad about his or her life and decides to move to a different city or country to make a fresh start. At a deep level, the intention is to remove the bad feeling that has grown over time. The same applies to leaving or changing jobs, and many of the other things people change in life.

Although, what often happens is that the new life follows exactly the same patterns of events as the previous one. Having a clear sense of purpose will enable you to make a conscious choice about how you approach situations. It will bring your deepest intentions to surface. For example, I know many people who like the idea of working hard, going on tour, learning to play an instrument, working on their singing, or start out by playing to potential audiences of only a few people. The logical level models we are going to look at are useful for understanding change in a person, a team or a company. You can examine any problem or proposed change in terms of these different levels. Some people divide the levels into two categories: the lower levels, which are the environment, behaviour, and capabilities, and the higher levels, which are beliefs and values, identity, and spirituality (purpose).

The logical level model can assist you in making change at the highest levels or can help to ensure that your goals are aligned at all levels. Once this happens, your goals in life often become clear and are obtained effortlessly.

Have you or anyone you know made changes in life in order to make things better? Maybe by purchasing a new sports car or new clothes? By finding a new job? By socialising in a different area? By losing weight and keeping it off? By overcoming habits that were unhealthy physically or emotionally and sticking with the new behaviour? These could be thought of as long-term changes.
The idea for going there was to teach people how to cook. He showed them these weird and wonderful recipes. He helped a lot of people to cook, make better meals and eat healthier. All the people in that town enjoyed it. Jamie Oliver was enjoying it. As long as he was there, the people followed this new programme and it was working really well. Then he went away for three months and came back. Do you think that the people of the town had carried on with this new programme? No, they did not. I watched him have a conversation with a woman who he had taught to cook. He asked why she hadn’t kept cooking? I thought he was very diplomatic. The woman said, “Well it’s alright for you, Jamie. You’re very well off, you can afford to buy what you want, but we can’t.” I thought maybe she had a point until she said that it was easier for her to give her kids £20.00 to go eat at a local chip shop than to cook for them. I was astonished. In my view £20.00 gets you a good number of bits and pieces at a store. But that’s not where she wanted to spend it. Ultimately, it really came down to an issue of identity and beliefs.

As long as your identity and beliefs don’t conform to a new behavioural change, regardless of your capabilities, you won’t carry on doing it. You will make only a short-term change. This programme was a classic example. As human beings we are deeply driven by our sense of identity, of who we are. “I” is a capital letter, denoting the importance we place on our sense of individual self. As Descartes said, “I think, therefore I am.” Many social theories are based on creating or preserving our sense of identity.

If we lost our job, it would not be just the loss of money (affecting our sense of control) that hurt us, but also the loss of relationships and feelings of being outside the company with which we identified ourselves for so long.

I once worked with a recently retired director of a company. He had an issue with overeating. During the consultation he broke down in tears when he realised he was overeating to compensate for his loss of identity. He was no longer the director of a company and was struggling to find his place in the world again.

NOTE: Continuation of the article will be in the website.

FEATURE ARTICLE

SECRETS OF NLP: How to Build Rapport When Working Virtually
by Davide Costella (Switzerland)

Imagine you are leading a global project for a large, multinational company. What might be your main challenges in terms of communication? One inevitable challenge is that you have to deal with stakeholders across the globe. This translates in different cultures, different personas, backgrounds, beliefs, conflicts as well as different communication tools such as email, face-to-face, Skype etc. This is what a client of mine, let’s call him Jack, was facing and struggling with on a regular basis. How can NLP help you to overcome the most difficult communication challenges?

I asked Jack who his most painful stakeholder was. Who keeps him up at night? He answered without hesitating that this was Matt.

1    RAPPORT

First, we identified how Jack could enter in rapport with Matt. Rapport is the basis for any interaction.

METAPROGRAMS:

We began to analyse the metaprograms of this difficult stakeholder and noticed that look for differences was the predominante one. Knowing this, Jack was able to start building rapport by showing he could look more for differences than similarities which is a different metaprogram.

TONE OF VOICE:

Jack was dealing with Matt only via phone, so we had to work on Jack’s tonality. I attended some calls they had and paid attention to the tonality, volume, pace, speed, pauses and breathing so Jack could also create rapport at this level.

2    SUBMODALITIES

Even though Jack had managed to improve rapport, he still could not fully control his stakeholder. At the end of the day you need to be honest about what is really under YOUR control. This is why we decided to work on handling Jack’s anger that came up before and after some of the meetings. That anger was like an alarm going off at 5:00 am! Jack said, “It kills my head” — this is how bad he was feeling. The alarm metaphor was very significant since Jack was predominately auditory. We worked a lot with, and . This helped

NOTE: Continuation of the article will be in the website.
Jack control what he COULD control, the way he filtered information. This helps you create a more helpful map of the world.

3 SLEIGHT OF MOUTH

We started eliciting Matt’s beliefs and practices of using great part of the model. Sleight of Mouth is a tremendously powerful tool, but it takes a great deal of practice to master it with elegance and speed. This is why practice makes it all!

At this point, maybe you expect that Jack was able to manage every single interaction with Matt successfully. Well, of course, that’s not really the case, but Jack was able to handle effectively the great majority of interactions with Matt, his most painful stakeholder. The good thing is that Jack had much more control over his feelings and this is what set him free.

Communication is very subtle. It’s easy to underestimate the power of even some small changes that might seem insignificant, but that in the end will make a very significant difference between getting what you want or not.

If you would like to improve your communication skills and make a real difference in any sphere, I am here to help you. Let’s set up an appointment to talk about it!

Belief Drives Reality – What You Believe You Create

by Sarah Lane (United Kingdom)

Reality is such an interesting word. Is it a concept? Is it what is? Is it important? What does it mean to and for you? Our beliefs are intrinsically attached to our values, those things in our lives that are of most importance. So you might think that they can’t change so why worry, but you can change them if you choose to. Things change in terms of importance during our lives or our understanding of things changes through time and experience. Life is not static by nature, even for those of us with a love for keeping things the same. It would save me a fortune if hair did not go grey and lots of energy if it was as easy at 40 as at 30 to stay a certain dress size!

Change Your Thinking, Change Your Reality

It seems to be becoming endemic in the UK culture to focus externally when things don’t go our way. For example, falling over a loose paving slab and rather than thinking ‘I really must look where I’m going’ it seems many think first of ‘the council should have fixed that’. Missing out on promotion and some thinking it’s about the interviewer or the bias in the system rather than asking what they could have done differently or accepting that they were just not a good fit for the role. It may be that the externally focused thoughts are correct, but to think them and believe them to be reality can be paralysing and depressing. Thinking creatively around problems that emerge can offer greater options and success by keeping you focused on what you want. Whatever you are focused upon you will get drawn towards, so if you maintain focus on the problem, then the likelihood is that you will get more of the same or certainly not break out of the current situation. You may even try approaches to changing the situation that has worked previously, but this time you are finding there’s no progress. Do you keep doing the same but try harder when this happens or do you change your approach? I would suggest a change of approach is the most likely to be fruitful, especially if you remember the old adage of the definition of madness – ‘doing the same thing expecting a different result!’.

If you don’t change your beliefs, your life will be like this forever. Is that good news?

- W. Somerset Maugham

ABOUT Davide Costella

Davide is a Partner at The Coaching Group of Switzerland. They are credentialed international native English-speaking Business, Team and Life Coaches located in Switzerland which offers their unique coaching specialties to achieve the changes you wish to make, including Life Coaching, Business Coaching, Team Coaching & NLP Coaching.
Solution focused thinking is something that can work for you as an individual and it can have amazing results at a team or even organisational level. So let me share with you what is first by telling a story of how this played out for me with a client and then I will gift you an exercise that, should you want to change your thinking and therefore your reality, that you might find useful.

Working with a global manufacturing company I was told a story of some issues that they were having in their Italian manufacturing plant. It was related to the Health and Safety Executives equivalent in Europe and HR disciplinary processes so I introduced them to a colleague who was highly experienced in the field (Adele). Once Adele researched the issue, it became apparent that although the stated problem was that the factory was under notice of potential shut down due to safety breaches the root of the issue was influencing the shop floor team to wear their safety goggles. The HR team and management had tried traditional ways to change the behaviour such as written warnings and more informal requests but to no avail. Adele and I put our heads together and talked about using the solution focused approach because it took into account more creative ways of thinking and got you out of your own way.

EXERCISE - Solution Focused Approach

Take yourself through the steps below with a problem that you currently want to change either at work or home. It does not have to be huge it can be an everyday problem, but do make sure it’s one that matters to you. Notice how it feels different and what impact that has on your resourcefulness.

**STEP 1** Define what’s the problem.
In Adele’s Italian example, it was the potential factory shut down due to the team not wearing safety equipment

**STEP 2** Define what you want.
If you were to wake up tomorrow morning and the problem had disappeared what would be the first indicators to you that things had changed?

**STEP 3** Where else in the world does what you describe in step 2 already exist to some degree?
In our example in Italy men (which made up 99% of the shop floor team) wore glasses happily when out in the sunshine – sun glasses!

**STEP 4** Apply the thinking to your current situation.
In Italy the management invested with a designer from Prada to create a new looks goggle for the shop floor team. Still safety focused but looking good and designer branded... job done!

In the Italian example, it was that the Safety notice would be lifted and all the shop floor team was happily wearing their safety equipment including goggles.

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“"We can’t solve problems by using the same kind of thinking we used when we created them”
- Albert Einstein

Sarah Lane
Sarah Lane is an executive and personal career coach, trainer, facilitator, behavioural change specialist and busy mum of a 2 year old. She has spent the last 20 years working in and with people from all walks of life: from chief executives to charity fundraisers, FTSE 100 teams to media creative's. She is the author of the coaching book: Choices (£14.99, Panoma Press).
Do you want to know more about how we are wired and how that affects our ability to stay calm, confident and happy?

Would you like to learn a simple method (that takes 2 minutes) to begin to re-wire your biology (based on neuroscience) to reduce negativity (a.k.a. Kryptonite) and activate your DNA to grow positivity to help you show up confident and calm (a.k.a. Superpower)?

Kryptonite: Your Inherited 5:1 Negativity Bias

We are wired to scan for danger. This was passed down to us from our ancestors who were actual prey to predators and had to ensure they survive and were not eaten, which was a worthy motivation! Today, this genetic encoding affects us in numerous ways:

1. We react to perceived stressful situations, e.g. a “DEADline” – as if we are being chased by a predator and are in actual mortal danger that could result in death. (Note: stressful due to how we interpret and relate to it, not the reality of the situation)

2. We focus on what is wrong more than what is “right”. (When a colleague, manager, loved one has met your expectations on 4 “deliverables”, but failed at the 5th one, what do you focus on?)

3. We spend more time in the Red zone (state of chronic stress) than in the Green Zone (state of health & flow). In simple terms, spending too much time in the Red Zone can make you ineffective, unhappy and sick – mentally, physically and emotionally - and actually kills off the brain cells that help you cope with stress!

So how can you support yourself and stop waging this internal inner war that results in an undesirable quality of life?

Green Zone (RESPONSIVE) vs. Red Zone (REACTIVE)
The goal is to change your wiring so that you can operate more from the GREEN zone, and less from the RED zone.

Red Zone (Stressed, reactive state which promotes disequilibrium, shuts down thinking and burns resources).

The Green Zone (sustainable equilibrium where we experience no felt/perceived threat, loss or rejection and your body refuels, recovers, repairs).

The How: From Kryptonite to Superpower

ACTIVATE – choose your chemicals!

Notice or create the experience: This needs to be rooted in your experience! Start to actively seek out and notice the multitude of moments that are available to you every day that make you feel the way you want to feel. Real-time evidence of you showing up and demonstrating the superpower you want to grow. For example, if you want to build the sense of confidence, notice the moments during the day where you do something that you are proud of! When you need a business meeting or successfully completed something. By consciously activating your awareness and changing the way your neurons relate, you choose the chemicals (dopamine & testosterone) that increase your confidence levels. You can even create the experience by calling up a memory of a person or event which elevates you to a higher level. You can even create the experience by calling up a memory of a person or event which elevates you to a higher level. (Your cells that carry the hormones communicating what is happening.)

Amplify – feel the chemistry!

Grow the sensation of “x” (e.g. confidence) to get neurons wiring. Having a cognitive thought of, “I really nailed that presentation” is just paying lip service. Yes, the first step is to start noticing (and high five that you have activated your awareness). However, if you are saying or thinking that whilst being busy with a list of things to do, or the sensation in your body and the emotion you are feeling is pretty vanilla and “blergh” then it doesn’t impact your reality. (Or your biology and wiring which impacts how you experience life) You need to “plug in” to the experience and INFUSE it with attention and FEELING! Make an effort to feel and experience it as a sensation. That is how we learn and change, through “experience-based” neuroplasticity. Getting the neurons to fire together for a longer period of time for lasting results. So notice it and then grow it by being with the feeling and getting your mind and body to connect the thought (cognitive awareness) to the experience as a sensation in your body.

Absorb – make it part of your chemistry!

Allow it to sink into you & become part of biology! We change our wiring through practice and repetition. You have approximately 75 trillion cells that are instantly sent neuropeptides that carry the hormones communicating what you are experiencing and thinking. (Your cells literally vibrate when they receive information) So send those chemicals to all those cells with the intention to soak up the “good vibrations” and get your neurons firing in a new, positive way. Be with the sensation for at least 20 seconds so that your body has time to assimilate the experience – to help this new practiced awareness and experience become a part of your DNA!

Secret weapon:

Do this as many times a day as you can. You can do it in your car, at your desk, whilst being in a meeting – anywhere! No one will notice you are doing it, and it is the “invisible” secret weapon that you don’t need to create time for – all you have to do is Activate, Amplify and Absorb it!

Be the Hero and Hardwire Yourself for Success!

Your Super Power: Neuroplasticity

The ability to change your inherited biology. Yip, you heard me. New brain science has proven that the brain is able to and does change. This means you can actively change your brain’s physical structure, which then impacts your motivation, how you behave, react and think. You can literally alter your grey matter and the hormone activity in your body to positively impact your DNA and wiring! You can become the hero and build your immunity to your kryptonite. It’s your brain’s way of re-wiring it to meet your needs. How’s that for a superhero’s trusty side kick?

Neurons that fire together, wire together.

- Donald Hebb, Neuropsychologist

Desired Mutation Question:

What “felt sense” or trait would improve how you deal with stress and the bombarding pressures? Would it be to feel more confident? Calm? Supported? Heard? Got the answer?

Your Reality: From Vanilla to Superpower

The ability to change your inherited biology. Yip, you heard me. New brain science has proven that the brain is able to and does change. This means you can actively change your brain’s physical structure, which then impacts your motivation, how you behave, react and think. You can literally alter your grey matter and the hormone activity in your body to positively impact your DNA and wiring! You can become the hero and build your immunity to your kryptonite. It’s your brain’s way of re-wiring it to meet your needs. How’s that for a superhero’s trusty side kick?

Neurons that fire together, wire together.

- Donald Hebb, Neuropsychologist

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The How: From Kryptonite to Superpower

ACTIVATE – choose your chemicals!

Notice or create the experience: This needs to be rooted in your experience! Start to actively seek out and notice the multitude of moments that are available to you every day that make you feel the way you want to feel. Real-time evidence of you showing up and demonstrating the superpower you want to grow. For example, if you want to build the sense of confidence, notice the moments during the day where you do something that you are proud of! When you need a business meeting or successfully completed something. By consciously activating your awareness and changing the way your neurons relate, you choose the chemicals (dopamine & testosterone) that increase your confidence levels. You can even create the experience by calling up a memory of a person or event which elevates you to a higher level. (Your cells that carry the hormones communicating what is happening.)

Amplify – feel the chemistry!

Grow the sensation of “x” (e.g. confidence) to get neurons wiring. Having a cognitive thought of, “I really nailed that presentation” is just paying lip service. Yes, the first step is to start noticing (and high five that you have activated your awareness). However, if you are saying or thinking that whilst being busy with a list of things to do, or the sensation in your body and the emotion you are feeling is pretty vanilla and “blergh” then it doesn’t impact your reality. (Or your biology and wiring which impacts how you experience life) You need to “plug in” to the experience and INFUSE it with attention and FEELING! Make an effort to feel and experience it as a sensation. That is how we learn and change, through “experience-based” neuroplasticity. Getting the neurons to fire together for a longer period of time for lasting results. So notice it and then grow it by being with the feeling and getting your mind and body to connect the thought (cognitive awareness) to the experience as a sensation in your body.

Absorb – make it part of your chemistry!

Allow it to sink into you & become part of biology! We change our wiring through practice and repetition. You have approximately 75 trillion cells that are instantly sent neuropeptides that carry the hormones communicating what you are experiencing and thinking. (Your cells literally vibrate when they receive information) So send those chemicals to all those cells with the intention to soak up the “good vibrations” and get your neurons firing in a new, positive way. Be with the sensation for at least 20 seconds so that your body has time to assimilate the experience – to help this new practiced awareness and experience become a part of your DNA!

Secret weapon:

Do this as many times a day as you can. You can do it in your car, at your desk, whilst being in a meeting – anywhere! No one will notice you are doing it, and it is the “invisible” secret weapon that you don’t need to create time for – all you have to do is Activate, Amplify and Absorb it!

Be the Hero and Hardwire Yourself for Success!
Take Aim, Set and Fire – Know Your Goals and Kick-Start Your Management Career
by Margo Manning
(United Kingdom)

For new and experienced managers, it is a crucial part of their role and success to set goals for themselves, individuals within the team and the team as a whole. Setting goals is not a sporadic task, it is one that should be set and reviewed on a regular basis.

The objective of goal is to bring your team along with you, without the need to drag them along. To do this, you need to understand what your goal is and of course the steps you will take to get there.

**TAKING AIM**

In order to take aim it requires an understanding of what you are looking for. Stepping up to a new manager’s role or starting out in a new manager’s role requires a new mind-set.

Part of the mind-set change encompasses taking ownership not just for yourself, but that of your team, driving the team forward rather than being driven, making decisions for yourself and your team, and having a clear understanding of the end goal and the bigger picture.

New managers or those looking to step up into a managerial role can often get caught up in the excitement of the promotion. Once in the role the new manager may hit the ground running, energy levels high, want to get as much done as they possibly can and strike the right chord in order to cement the role. Stop and breathe.

It is better to carry out a few tasks well, than carry out lots at a mediocre or even substandard level. In order to know which of the tasks will have the greatest impact takes time and consideration.

**SET**

Rule of thumb may be to consider taking a phased approach to goal setting. Consider a goal that will have a quick win for you and the team; a goal that would have long term impact and a goal that may have greater reach, a wider reaching impact. The quick winning goal will show individuals involved that you are hitting the ground running. The longer term goal will show that you are considering the bigger picture and the wider reaching goal will show that you are considering others outside your immediate department and therefore again feeding into the bigger picture.

Your goals and objectives are not the be all and end all, there is also ‘business as usual’. As a manager, you must expand your peripheral vision to ensure that you are keeping an eye on the activities in and around the team. That does not mean that you must be carrying them out yourself, it means that you have an awareness of them. Having this awareness will give you a greater understanding of not only your own, but also that of your team’s workload. This will allow you to set timescales that although they will be challenging, they will be achievable. Again, be great at the specifics and not mediocre at everything.

It is also crucial when stepping up to and in a new managerial role that you understand how your team impacts on the company’s goals and strategy. This can often be achieved by asking your own manager where they see the department’s focus and energy lies. Another consideration to take into account is to ensure that the actions you carry out are in alignment with your own management brand and reputation. Therefore, stopping and breathing and taking the time to choose the goals will benefit you greatly. Although, don’t reflect too long managers must take action.

**FIRE**

You have been taking aim, you have set your sights and now you must pull the trigger.

Communication is an important part of any goal setting. Most team members will respond well to understanding their impact and influence on the bigger picture. Sharing your goals with your team and of course your manager is going to set your reputation as someone who thinks through the requirements of the department and the client requirements. It is crucial to ensure that not only do you communicate to your team and all those involved, that you also receive buy-in to your goals.

Without execution, your reputation and brand will be as someone who talks about and never delivers on tasks. Launch your goals, and monitor them frequently to ensure that you are on track, or when you come across a barrier that you are in a position to work around it or even completely change tactics. Reviewing your goals regularly will give you this opportunity.

Goal setting is one of the most important parts of a manager’s role, however, without action it is worthless. Understanding the bigger picture and the impact that your goals (for yourself, your team, your manager and even your clients) will have and evaluating the worthiness of the goal will drive your success.

**ABOUT MARGO MANNING**

Margo Manning, author of A Step-Up Mindset For New Managers (£14.99 Panoma Press) previously worked in the development arena for over 25 years. In the last 15 years, Margo has delivered talks as one of the UK’s top Leadership and Management Coaches and Facilitators. Margo is the architect of the 3:2 Management Model and subsequent 3:2 Management Development Programme that is delivered and adopted within many businesses, large and small, nationally and internationally.

She has worked, and continues to work, with new managers through to senior managers in companies such as Goldman Sachs, Hobart Lovells, Brunswick Group, Tower Hamlets Homes, Aon, Balfour Beatty, Kantar and many more.
THE GENESIS FILES
by Michael de Val (United Kingdom)

It made me feel a lot more confident.
I can now say to myself you’re not that bad a parent

- Sam, a single mum, Rhondda Valley South Wales

Sam, along with forty others, had joined a personal development project, which used NLP Techniques in a context far removed from that of a traditional coaching relationship. This was a group coaching and mentoring in a project based in The Rhondda Valley, South Wales a historic heartland of mining and heavy industry.

The Rhondda has changed. The Office of National Statistics in a 2012 survey found 34.4 % of adults here have low or very low levels of life satisfaction. The ‘Genesis’ project for young unemployed single mothers focused on addressing their ‘disconnection’ from mainstream life and work and the accompanying depression. It also addressed the practical steps needed to get back into education and employment. NLP provided invaluable tools for the task.

The starting point for all the clients was the need to build, or restore, their confidence. They were encouraged to understand when it was that they had felt confident in their lives before. Where and why had they felt that way and what were the assumptions they had then? Anchoring techniques to make those positive and confident emotions more accessible had a big effect. From creating their own anchors they were then able to practice their confidence by doing more of the things that boosted it.

Past experiences, for many, proved to be a stumbling block, whether a bad school experience, unemployment or a relationship breakdown. Developing a personal Time Line offered clients an opportunity to detach themselves from those past unhelpful experiences through ‘Dissociation’. After laying out a timeline spatially on the floor with pieces of paper to indicate ‘past’, ‘present’, ‘future’, clients were invited to ‘walk the line’. This identified ‘sticking’ points in their lives, but then also gave them the opportunity to identify the personal resources they needed, and could call on, to make progress. Many clients gained a perspective from this activity that they had never managed to achieve before. Asked to describe how they wanted their life to be in one, two or three years from now they prioritised them and asked of each value “What does this give you?” The end point was a list of core values that they could then use to plan, set goals and make decisions. As one participant put it; “I realised how important my child’s education was to me so when my daughter’s school asked for parent volunteers, I offered to do a reading with juniors. I would not have done that before.”

Values Work provided an important starting point for developing a sense of personal purpose. An exercise taking them through establishing a ‘values list’ was the starting point. In pairs they asked each other in rapid succession, eight or ten times, ‘What is important to you?’ “What do you need in your life?” making a list of the answers. Then they asked “If it were missing from the list, which one would make the others irrelevant?” They prioritised them and asked of each value “What does this give you?” The end point was a list of core values that they could then use to plan, set goals and make decisions. As one participant put it; “I realised how important my child’s education was to me so when my daughter’s school asked for parent volunteers, I offered to do a reading with juniors. I would not have done that before.”

‘Perceptual Positions’ work produced results too. Two chairs were placed opposite each other and a client sat in one while the other empty chair was ‘occupied’ by a virtual friend, family member or relevant other. They explained a particular problem, then assumed the ‘chair’ of the friend or relative whose response they imagined and articulated as though inside the other’s viewpoint. This provided some common sense advice, but given in a way they found easier to accept. Strikingly, when this involved facing a relationship which had become negative, it led to a re-evaluation, signalling for one participant the need to change.

Focusing too intently on a goal can be counter-productive. Chunking it down to manageable steps which focus on the process, the stepping stone activities that move you forward, is better than the frustration and tension of striving to get to an outcome in a hurry. Trying hard can be pretty trying! So we focused on enabling. One useful tool for this purpose was Metaphor. At the end of each session music or a predesigned script brought everyone to a relaxed and more suggestible state. The right kind of metaphor story helped them see their situation in a new way. Don’t underestimate the power of stories which can provide a framework where the participants can see the specifics of their situation in a different and a new context. Milton Erikson’s Teaching Tales and other collections of metaphors proved an invaluable resource.

Skills for resilience were a priority, because, as one put it, “mums are often at rock bottom after having children, especially if they are single parents, it’s the isolation which often leads to depression.” Reframing involves having a conversation which puts a different context around the client’s experience in order to change the way they think and experience a situation. Questions were asked which allowed clients to
explore future situations as if they were already happening – The As If Frame- “Let’s act ‘as if’ you have already achieved something important to you; looking back, what did you do to get it?” Another ‘frame’ focused on the outcome they wanted ‘The Outcome Frame’ - “What do you want?” “What will that do for you?” These frames created conversations which moved the clients to a more positive place with a bias for action. Subtle changes in the use of Language to describe people’s experience is a powerful tool.

Another exercise involved developing the T.E.A. Model. Clients worked in pairs around structured questioning starting with a problem or situation one of them faced. Starting with T= Thoughts; “What do you currently believe about this situation?” “What would be a more useful belief?” Moving on to E= emotions; “How do you feel about this situation?” “What’s important about this?” “Is there another value that would be more helpful in this situation?” And then to A=actions; “What are you currently doing?” “How does this help?” “What other behaviours are there which could be more helpful?” In this way they formulated advice for themselves from the answers gathered and, importantly, this was followed by a commitment to do something to achieve it.

The clients from a post-industrial, disadvantaged community were probably more resistant than most to encroachment on their affective and internal lives. This was not one to one coaching! valleys Wales prides itself on community and tradition and yet these can sometimes be inhibiting forces. NLP enabled the Genesis team to see the structure of their clients’ experience - the way they thought and felt - as well as understanding the content. NLP was one key to unlocking their experiences and to influencing and shaping the way they saw themselves and their future.

### ABOUT MICHAEL DE VAL

Michael has thirty years working with young people and the professionals. He is passionate about supporting young people and the professionals and parents who care about them to improve outcomes well being and confidence. He also provide skills for better teaching and learning a whole person approach and a belief in the resourcefulness of each client.

### ABOUT BEVIS MOYNAN

Bevis is the only Coach/Trainer in the UK to be both a Trainer of Neuro Linguistic Programming and a Senior Trainer of Motivational mapping. He works in partnership to Train Coaches, Professionals and HR professionals in NLP at Practitioner and Master Practitioner level together with Hypnosis and Time Line Therapy at practitioner Level and in Motivational Mapping at Practitioner and Business Practitioner (trainer level).

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**NLP and Deep Wisdom Complimentary or Contrary?**

by Bevis Moynan (United Kingdom)

Many people in the coaching and personal development world can at times get carried away by the latest coaching trend, ditching their precious philosophy to latch onto the latest thing. Within NLP one of the key principles is that of curiosity which means taking a look at all development principles candidly and assessing how each can help people and in what context. Having spent hours and hours reading a variety of books from authors such as, Eckhart Tolle, Deepak Chopra, Michael Neill, Sydney Banks, George Mumford (to name a few) certain conclusions can be drawn. Eckhart Tolle I think explains the link between deep wisdom and NLP well (without intentionally doing so). In the Power of Now he explains that time is a construct of the egoic mind and that the future and past only exist as a hallucination in our minds (try living in any other time than now!).

We can all relate to this as we experience the joy of life when in the moment fully experiencing what is rather than getting ahead of yourself or re-living the past.

Eckhart after all explains that all you need to do to experience greater joy in life is to consistently catch yourself when you are not present, take a breath and bring your attention back to the present moment.

The connection is made I believe at a deeper level in his most recent book A New Earth.

In the book Eckhart goes on to say that some people are unable to apply the principles of present moment awareness because of what he described as a body of pain which feeds the egoic mind with emotion making it almost impossible to bring their awareness into the present moment. The emotion of the past is never far from the surface in these cases.

As a coach and trainer, this is precisely what we face week in week out and what we tend to find is that.

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A proportion of clients who find this really difficult to apply in the initial stages whom really benefit from NLP, Hypnosis and specifically Time Line Therapy Techniques to let go of their baggage from the past and then apply the wisdom of present moment awareness.

Rather than having a one size fits all approach as a coach who is NLP trained you can find the right approach for each and every client and make sure they benefit from deep wisdom and modern therapeutic approaches to providing them with consciousness raising reading as part of their journey through coaching/training.

Interested in this approach? We can recommend learning more about using Time Line Therapy as part of a NLP intervention together with the deep wisdom provided through Eckhart Tolle’s books A New Earth and Deepak Chopra’s & Spiritual Laws of Success.
CREATORS
by Mal Williamson
(United Kingdom)

How to Coach
CREATORS
@ Mal Williamson

How to Coach
CREATORS
by Mal Williamson
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However, they are different. This article outlines
three key areas to bear in mind when motivating,
healing and developing artists, musicians and all
those in the creative industries.

• Creators feed from their own problems
• Creators attach themselves to their work
• Creators are not motivated by money

Firstly, what do I mean by a "creator"? Artists,
painters, sculptors, writers, musicians,
photographers, filmmakers of course. Plus
designers, advertisers, architects, journalists,
fashionistas, coders and performers of all kinds.
This is a big industry. Here in the UK for instance,
the Department of Trade & Industry say that the
creative industries are worth £84bn a year.
And also perhaps trainers, teachers, public
speakers and many industry leaders. But not
necessarily engineers, academics, and health
professionals – who may also use creative
processes in their work. But, as you will see later
– this is not really creativity. There is no such
thing as creativity. As REF says “If you can’t put
it in a bucket, then it’s not real”. Creativity is a
map, a model, a metaphor - a description used to
cover many different experiences.

Coaching creators are wonderfully satisfying because I know they will go off and make new work
that enriches all our lives.

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map, a model, a metaphor - a description used to
cover many different experiences.
A CBT approach that reduces the feeling may be another way of approaching this – but it takes a while and the creator may get bored or dissatisfied with progress. And it insists on changing their thoughts too – which will usually ring alarm bells for creators.

**Attachment:**

Whether an artist in their impoverished studio or in-demand designer in their city advertising firm – the creator attaches to their work. Sometimes pride, sometimes emotion and sometimes thinking the work contains bits of them, bits of their suffering and triumphs.

After all, this is what they have been told all their lives – that artists pour their soul into their work and suffer for their art (I mean, I cannot even find a reference to who said this common phrase).

The arts are full of myths, like the Muse. There were Nine Muses who lived in some Greek forest. Then the Romans added them to their roster of planetary Gods and Goddesses. In the age of MRI scanners we know that we all have inspiration – neurons sparking and connecting. So I conclude that the Muse myth is an excuse for older men to hang around younger women. Or vice versa.

Creativity is not real because you cannot fit it in a bucket! It is a mental map of the world. “The map is not the territory” What is the territory of this creative process?

I have therapeutic success with the model of Reflection and Speculation combined with Perceptual Positions. Together I call it Performance Positions™ and it works for coach creators to harness their critical awareness and knowledge, yet allow their natural, joyful flow and help them position themselves professionally in their industry.

Think of the painter working on the canvas - then she steps back to look. Then goes forward again. Ahh! This is moving from Reflection to Speculation. And from First to Second Position.

She can apply all her knowledge of genres and art history and colour and light and meaning and metaphor and taste and style... to make a decision or several decisions... then step forward to apply those conclusions.

The speculation is defined as “the forming of a theory or conjecture without firm evidence”. This is different to the creative practice of scientists for instance, who design experiments to test for results predicted by evidence. The creator needs to let go, to be human, subjective, exploring the territory.

The speculation is the flow of the brush on the canvas, the jazz improvisation, the meditative contemplation of a theory or conjecture without firm evidence. The artist needs to let go, to be human, subjective, exploring the territory.

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I always say “When you step back this means nothing about you.” And “It belongs to the world now.” Reflect with everything you know then move forward again – and simply Speculate.

Our pleasure as an audience is to observe the recorded work. Each painting is a record of the artist’s moving between Speculation and Reflection.

I first noticed this whilst having my portrait painted. And it wasn’t the artist’s movement that alerted me. For what am I saying – of course artists will step back and consider. The psychological revelation was when other artists in this collective studio would pass by and comment. They looked intently and commented – as if from the outside. And then that penny dropped – this is Perceptual Positions.

More research led to other discoveries for Performance Positions™.

Musicians can realise that the other musicians in their band are the Second Position, Reflection. Those band members will let you know what you’re playing is like while you can stay in the zone. And in turn that zone of yours is what the other musicians use for their Reflection whilst in their Speculation.

Musicians are often stressed or frustrated because they think the Audience are the Reflection and they listen and look for feedback from them. But we in the crowd – we just love to listen to musicians working together and creating the result – twist Reflection and Speculation.

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Professional creator clients need to move from their own happy zone or flow (Speculation, First Position) to Reflection (Second Position) where they apply all the rules and understanding of visual imagery and semiotics for instance. And then even into Third Position, what I call Audience, which is often the client. And also into Fourth Position, the industry, the campaign, the market forces the client lives in. Etc. Clever professional creators eh?

So use Performance Positions™ in your work, moving clients from chair to chair to see how that affects their feelings and opinions. This is remarkably effective and fun.

Money:

All of us need money and we love what money can bring us. Often with business clients and family folk the coach can create persuasive and motivating logic or language structures around money rewards that will fire and wire useful connections for change.

However, creators may not be that impressed by financial benefits. Their inner life will be linked to expression, the desire to reach audiences and to make work that sits alongside their creative heroes and heroines.

To engage the creators’ attention motivates them around sharing work, showing products, transforming customers, helping their industry.

The deep-down indifference to money also manifests in terms of projects. Profit margins and sales figures are not always enough to enthuse the creative manager. Most business advice is underpinned by the need for cash so creators need to connect to other strategies.

Creators need to understand that when it comes to media, multimedia, design and other creative production many projects are improved by the mistakes, the accidents and the cancellations. To paraphrase Elaine England10 if the bolts are not the right type the ship falls apart, but a voice-over artist who cancels may result in a better choice emerging and the creative product improving.

This can help a client with stress issues and project management. Help your creator clients understand that good is good enough. An excellent product only occurs when everyone involved in the project is good. A good client plus a good concept plus a good budget plus a good production team plus good freelancers, plus good managers plus good deadlines – altogether we end up with award-winning excellence. It is not your client’s sole responsibility.

Chasing excellent results as your creator client is likely to be doing can result in poor relationships, confused clients, stressed staff, switched-off suppliers etc. And that is damaging. Good is good enough.

Multiple Projects:

Every creator will be working on more than one thing. Sometimes these will be work-related and sometimes more personal to their creative projects. Your normal advice to focus is understood, but simply impossible because the creator has ideas forming and developing all the time. For the creator their thoughts are all valid and always focussed – on creating. They know instinctively that all their activity is useful for all their other activity. And for many, thinking is activity, it is the necessary reflection.

Have them draw out two axes on a piece of paper – importance vs. urgency. Ask them to put everything they are doing in this paper, plotted against importance and urgency. Family life, work life, artworks, chores... all of it is written next to a precise cross on the paper. Then you can divide the sheet into four quadrants and enjoy the satisfaction as the creator discovers how to manage multiple projects easily, avoiding crisis management and doing what they love to do. This Eisenhower Principle11 puts their whole life in a cohesive frame and I have always found it useful with all creators.

About Mal Williamson

Mal Williamson is a film-maker and educator, trained in NLP, IEMT and Provocative Therapy. After a career as a university lecturer he founded Creator College in Hull – UK City of Culture 2017. He has developed interactive multimedia products for NHS, Home Office and charities in the telehealth and drugs misuse sectors. He has a private client coaching service, specialising in artists, musicians and the creative industries as well as taking referrals for NHS, Home Office and charities in the telehealth and drugs misuse sectors.


I read your book and it is amazing. I have seen your work and you manage to correlate psychotherapy with coaching. We are hearing many times about NLP but what really NLP is?

Few words about Lisa De Rjik (LDR) that we have the pleasure to interview today for our magazine.

After starting her career in NHS clinical practice as a nurse, Lisa moved into NHS management in 1992, until she left to commence her own shared business in 1997. Using NLP (Neurolinguistics Programming) as a launch pad, Lisa has developed extensive experience as a Coach, Facilitator, Change Agent, Trainer, Supervisor and Mentor. Now a Master Trainer of NLP, Lisa is also accredited by the UKCP as a neurolinguistics psychotherapist and has an MSc in Advanced Clinical Practice focusing on the applied psychology of NLP. Lisa is one of the few academically published researchers and writers within the field of NLP. In partnership with Jeremy Lazarus and the Lazarus Consultancy, Lisa developed the world’s first UK university approved Trainees Training, and has mapped NLP training against postgraduate educational competencies. Lisa’s recent groundbreaking publication on the applied psychology of NLP is currently being utilised by the US Military to inform the development of a programme for the US Veterans Association. Lisa is an active contributor to the NLP community through her work with the NLP Research and Recognition Project supporting research programmes around the world. Twitter:

LDR: The Journey to NLP Awareness

An Interview with Lisa De Rjik

by Nadia Themistokleous – iCN Journalist (Cyprus)

iCN: So, NLP has to do with our programming of mind or understanding our mind, our way of thinking?

LDR: NLP is how we do what we do, and using this to change our thoughts feelings and behaviour, i.e. the programmes or strategies that we run.

iCN: How NLP can be relative with coaching? It is two different methods of coaching?

LDR: NLP is one method of coaching, although NLP is not coaching, it is how you might work with someone in a coaching context e.g. Understanding underlying beliefs that might affect performance, using motivation that works well in one context and mapping it across to another context where someone might be less motivated.

iCN: Why someone would use NLP in their coaching session?

LDR: The book is available from Amazon. I wrote the book because I felt that although there is a lot of information on what NLP is and how to use it, there were almost none that provided both the underpinning theory of each technique, i.e. Why and how it works, and also the research on the particularly technique or theory. I cover each main technique in NLP and also discuss what else the technique might be called in other fields. I give lots of examples of how it can be used both in a coaching and an organisational setting.

iCN: “Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure”. I loved this quote in your book. Many times we hear the phrase “Am I ready for this success?”

iCN: People can get more info about NLP in your latest book right? Would you like to talk about your book? Where we can find it?

LDR: The book is available from Amazon. I wrote the book because I felt that although there is a lot of information on what NLP is and how to use it, there were almost none that provided both the underpinning theory of each technique, i.e. Why and how it works, and also the research on the particularly technique or theory. I cover each main technique in NLP and also discuss what else the technique might be called in other fields. I give lots of examples of how it can be used both in a coaching and an organisational setting.

iCN: What was that drove you into coaching and further more to NLP? Or is it the other way around?

LDR: NLP drove me into coaching. NLP is a psychology of performance excellence. Rather than being a theory it is an applied psychology, i.e. how do people excel at what they do. Whether it be how they do success, achievement, relationships that work, or on the flip side, depression, anxiety, relationship breakdown, lose jobs, money etc.
iCN: How you would describe coaching vs psychotherapy?
LDR
Coaching is a process where a coach and client come together to help the client become more of who they are, accessing greater potential by working in the here and now and the future. Psychotherapy has a similar aim of working together to help the client become even more of who they are, accessing greater potential, except that this may include understanding and resolution of the clients history from the past. In psychotherapy, the therapist may often work with unconscious material and hold and contain repressed material on behalf of the client. Through transference and counter-transference, it is possible to bring out these repressed materials and work through them.

iCN: How British people or people in general perceive coaching? How we combine cultures in a group?
LDR
I think British people are very open to coaching, it is becoming more accepted in companies and I think has changed from being reparative or remedial i.e. people with problems get sent to see a coach, to developmental and transformational. One company I work with offers coaching to all employees if they want it.

iCN: How you would describe coaching vs psychotherapy?
LDR
I would say that my work is split into 4 segments. About 40% of my time is spent on coaching and corporate work, 10% of my time providing therapy, 20% of my time supporting the NLP Research and Recognition project over in the USA, helping research projects around the world and writing articles for publication. The remainder of my time to spent completing my PhD in psychology.

iCN: How would you describe yourself in one word?
LDR
Naughty!

iCN: What are your plans, your vision?
LDR
Keep being naughty, enjoy life, and continue to contribute to the world. Finalise my PhD and write my next books.

Life Coaching, NLP (and Neuroscience) interesting insights in a cutting edge interview with PCC/practitioner/expert Rachel Bamber
by Paola Francesi – iCN Journalist (Italy/UK)

I was delighted to meet with Rachel Bamber, PCC, Leadership Coach, an expert in Brighter thinking and how to achieve peak performance both in professional and personal life. Interestingly, Rachel prides herself for being the very first person in the world to hold the Postgraduate Certificate in the Neuroscience of Leadership. Among the pioneering adventurers who have worked with her include people in the public eye, corporate leaders and super-ambitious small business owners. A nominee for the GLE Rising Star Award in business.

She first started using NLP after being introduced to it, around the year 2000, when she was in the corporate world. After taking a formal course, she trained in coaching skills and she did her NLP practitioner, in spring 2004. She also learnt from someone who was already a practitioner. She went for a formal qualification starting in 2003. Since then, she has become a PCC coach for the International Coaching Federation.

“And coaching changed my life. I believe I became a nicer person as brought out a different side to me, as before I was very focused in a corporate, target driven and not so much empathetic way “ Rachel says. In fact, she became a PCC coach as a result of a challenging period in a pressurised environment in consumer media and she thinks that learning coaching just started randomly and more precisely helped her explore her own emotions, and in particular develop skills about emotion’s regulation.
Rachel believes that most importantly NLP can be used in several different ways and there are so many things to do literally to break habits, become more confident. She personally tends to use it a lot around a vision and a desire that people experience and for herself.

She emphasises on the fact that the training, again, was “life changing”, as it a lot more of what she already did and can do, but one thing which sticks out from her NLP training is that how she can reach goals or plans and then, again, it was to bring out herself sensing, how she reads people. How she understands them and develop, to work out what is going on with them and do that all the time.

She has since gone on with Neuroscience and how that applies to the working world and with NLP, it will be grounded, so she uses everything as a complete mixture. “It is my own, unique way of coaching” Rachel states. NLP can then be combined with other techniques, namely the Neuroscience side in this case. “With NLP and coaching, new neural networks and links are created in the brain by the coach facilitating the coachee to have insights and making new connections. With positive feedback, repetition and action, these new pathways will be strengthened to become hardwired into new thinking and eventually habits” Rachel clarifies.

The way she does it, with her own, personal experience is crucial and she would really encourage anybody else to use thinking, working in the profession. And it’s important to have your coaching skills qualification, in a structured way and how you sessions are going to be held. The key role of NLP is then to enhance those skills.

Going back to NLP’s background, it originates from California, invented by Dr Bandler, who likes to say that: “Most of all, Neuro-Linguistic Programming is about freedom. According to Rachel, freedom comes from awareness. Key word, “awareness”. When we are aware of what we are thinking, what we are doing and then, as a result, what our actions, behaviour are, or are not. “Freedom comes from choice and we have a choice”. Continuing the hang of that thinking or change it.

And there are people using it to play with somebody’s mind and in a negative way. Therefore, she thinks that like anything, we have to be aware of what we are doing. People see Darren Brown, famous magician, illusioner, mind control guy. He uses NLP in a clever way.

Some people, in fact dismiss the use of NLP because of its perceived similarities to hypnosis and trances because of the reasons above. People however will not do anything unless they want to, people can only be primed to do it. Like the men who sent money. On a brighter note, there are however examples of real success with NLP. Related to this, Rachel talks about a very personal example where she helped somebody changed her thinking. So, concretely, she said that the client could come to the next session and be amazing having achieved what she wanted to. She was aware she said that in such a way that it was effective and when the client came back she used the word “amazing” herself showing evidence of positive progress. There also situations where NLP can use with it in hostage situations or people who want to commit suicide. It is a way to trick the mind and get them into a more positive state.

Rachel uses that in all her coaching aspects of it turning lives into huge changes. In conclusion, Rachel’s projection of NLP is that like anything it has to develop and change and adapt. As we are learning about the brain, the more we learn about the brain the more we can put people in MRI scans. Coaching in the UK is not as widely known as it could be. The professional accreditation bodies of NLP could promote NLP and its many benefits to the general public and corporate world – and gain coverage in the media (on and offline). And Rachel thinks she is constantly learning and focussed on looking forward and helping people to move forward. Counselling and psychotherapy are more about going to the root cause, whereas her approach is the exact opposite.

When people learn the skills they need to go hands on after it. Rachel adds that the main thing is that she found that some people want to learn. These are apparently “course junkies”, people learning skills and carrying on learning, never really coaching clients. 

To know more about Rachel Bamber go to www.rachelbamber.com
A Fókusz coaching módszer megalkotója, célkitűzési- és életúttervezési specialista, aki 2011-ben elnyerte az Év Coach cimet. Hitvallása, hogy az ember feladata a benne rejlő lehetőséget, tehetséget maximálisan kiaknázni, és emellett a lehető legboldogabb életet élni. Azt is gondolja, hogy ez egyúttal mindenkinek önmagával, embertársaival és az Istennel szemben is egyértelmű kötelessége. Küldetésének tekinti, hogy segítse az embereket teljesebb, boldogabb életet élni.

Az nlp a coaching munka során nagyon hatékony és népszerű módszernek bizonyul, amivel sok szakember dolgozik. Miért szereted az nlp-t ha coachingról van szó és mit mondanál el a privát életedre vonatkozó hozadékairól?

Az NLP-nek, amit a kiválóság művészetének is neveznek, fontos részét képezik a pontos megfigyelések, kalibrálások. Véleményem szerint ezek segítségével nagyon jó visszajelzéseket kapunk a coachee belső reakcióiról, amely nagyon fontos. Segítségével nem csak vakon tapogatónk, hanem tisztségünk, érzékeljük a történések, míg más csak talán halvány sejtésekbe kapaszkodik.

Az NLP-nek rendkívüli eredményessége, gyorsasága, ami nap, mint nap lenyűgöző. Nincs nagyobb öröm, mint amikor látható, hogy az ügyfél előtt korábban helykényt tornyosuló probléma, könnyen járató lankává szélesszik.

Iványos-Szabó Zoltán az NLP módszer egyik sikeres hazai gyakorlója, aki közel 25 éve alkalmazza a különböző technikákat nemesek a munkája és coaching ülési során de a magánéletében is.

by Krisztina Csurgo – iCN Journalist (Hungary/Egypt)
Az az állító, hogy az NLP módszert bizonyos karakterű szakemberek szeretik és értik meg igazán és ők egy olyan csoportba tartoznak, akiknek már korábban is volt egy volt szintű önismereti tudásuk, illetve kezelői rugalmasság és széleslátókörű világnézetük?

Lehetséges, de erre nem tudnék egyértelműen írni válaszadni. Az azonban bizonyos, hogy az NLP elfogadásához, alkalmazásához nagyfokú rugalmasság, többértelműség elfogadása, és rendszergazdálkodás szükséges. Gyakran láttam, hallottam, viszont, hogy azok a coachok fanyalogva beszélnek az NLP-ről, mert talán nem használják megfelelően, ezért nem olyan eredményes szakma.

Szerinted mi újat adott az NLP módszere, mi az, aminek az általános népszerűségét köszönheti?

Ez nehéz kérdés számomra, mert a számtalan közül, csak néhányat tudok kiemelnem. Ami talán a legfontosabb, hogy rendszerbe foglalta azokat az ismereteket, amik az emberi kommunikációs működés során eredményesek, valamint ami talán még fontosabb, hogy ezeket az ismereteket tanulhatóvá, tanítathatóvá tette.

Fontos paradigmaváltás, hogy nem a tudományosság, hanem a felhasználhatóság, tehát a gyakorlati érték, eredményesség az elsődleges.

Egyik nagyszakmai kedvenzem Milton Erickson, akik egy olyan ember, pszichoterapeuta volt, akik számos eszközt használtak, aki a tudatalattali működésért és ezáltal segített szakorvába jutott emberi lélegezését és szakírását az emberi lélegezéstől és az emberi lélegezés szakadásától. Teljes egészében elfogadta az egyes emberek belső világát és azt felhasználta, történetével segítette őt a nehéz idősokon belül, mélypontokon.

Számos olvasónő önéletrajzai írásokat híres emberekről az élet minden területéről. Szívesen olvasok azokat, amik az emberi kommunikációt és szakmai kiválóságokat megismerkedni?

Nagyon sok kiváló emberrel, szakmai személyiséggel találkoztam életem során, illetve úgygondolok, hogy azok a sikerek szakmafeltűnő, berendezési, minden hasonló elveket, stratégiait mentén működnek, melyeket az NLP is modellez.

Szeretném megemlíteni, ha már szakmai kiválóságokról van szó mestereimet, Bozai Lajost és Stephen Molnár Istvánt, akikkel találkoztam az NLP-t. Számos NLP tudás tekintetében ők képesek az etanolból. Emberrészé, segítséggel akarságuk szakaszának tudatossága, teszi őket nem csak nagyszakrú szakemberré, hanem kiváló emberré is.

Van-e történelmi és/vagy kortárs példaképe, akár vallási vezetők, akik szívesen segítenek azok által, akik máig alattosan olvasolva teszi őket nem csak nagyszakrú szakemberré, hanem kiváló emberré is.

Elnézést kérek, ha már szakmai ismereteket és stratégiákat mentén működnek, azokkal az emberekkel, aki az NLP által összegzett. Találkoztál-e már az életed során olyan embereket, akik szívesen elfogadtak az NLP módszerét?

Sikeres személyes pénzügyek stratégiájának tanulmányozása és modelllezése, rendszergazdálkodás igazságszerűen felhasználható a terület. Azonban nem értem, hogy ilyen jellegű alapszerveket miért nem tanítanak már az általános iskolában?

Időnként kipróbáltam új eszközöket, illetve a régebben alkalmazottakra visszatértem, hogy ne legyen rutinszerű a munkám.

Egy kis kreatív játékra hivnám az utolsó kérdésemmel:

1. Gyerekeknek NLP segítségével őket meg is tanítottak. Élesztőként érdekeltek ezek a terület. Őszintén nem írhatok itt, mert ez a témához nem kapcsolódnak.

2. Sikeres személyes pénzügyek stratégiájának tanulmányozása és modelllezése, rendszergazdálkodás igazságszerűen felhasználható a terület. Azonban nem értem, hogy ilyen jellegű alapszerveket miért nem tanítanak már az általános iskolában?


In the photo: Milton Erickson

Hogyan látjod a személyes nlp alkalmazás evolúcióát? Hogyan dolgoztál a módszerelel korábban és mely irányokba fejlődött az alkalmazása mára?

Korábban függed a GROW modellre támaszkodva dominánsabban klasszikus coaching eszközöket dolgozott és NLP alapokkal egészítettek a munkám, itt nyelvi mintákra, kalibrálásra, raportra gondolok. Mára ez annyiban változott meg, hogy inkább talán több konkrét NLP eszközt használunk, ilyen például az idővonal, főbíotechnika, szubmodalitás munka.

Személyes életemben a legfontosabb két esemény, hogy megnőszülettem és megszületett Léna lányom. Soha nem gondoltam volna eddigi életemben, hogy ilyen csodát, örömöt, tapasztalatot jelent egy gyermeke. Isten zseniális örökké vissza a gyermekekben, mert saját magát, a párja, szüleit, illetve azok életét látja az ember. A gyeremek tanulására van szükség, így megismeri a világot varázslatos, egyedülálló. Gyakran merítetek erőt, tudás ebből a folyamatból.

Nagyon fontosnak találom a helyes célkitűzést, ez képezi, illetve képezi a munkám gerincét. Ez napjainkban is megszokott és mellette azonban egyre nagyobb szerepet fordítok a tudatos munka mellett a tudatlan munkára. Így kapnak a történetek, metaforák egyre nagyobb szerepet a coaching folyamatokban. Gyakran használunk filmeket is, hogy színesítsen, változtatással, érdekes a tevékenységek előidézését.
6 Najważniejszych Powodów Dla KTórych Warto Mieć Pasję.

by Łukasz Wieczorek

i codziennie widzę jak wiele daje mi moja pasja. Ile jeszcze w niej tajemnic do odkrycia, ile celów do osiągnięcia i wiedzy do zdobycia. Dzisiaj mam pierwszy stopień mistrzowski i przygotowuję się do kolejnego. Mój syn, mając 9 lat jest jednym z trzech w jego wieku z najwyższym stopniem w Europie. Pomożę mu uczcić dorosłych i dzieci, wspierając ich w odnalezieniu siły w Wing Tsun Kung-fu ich własnej drogi i pasji. Czerpię też garściami zasady związane z moją sztuką walki i wdrażam je w swojej praktyce zawodowej. Wing Tsun to moja pasja i moją sztuką walki i wdrażam je w swojej praktyce zawodowej.


1 Motywują do działania

– jeżeli mamy pasję, to chęć pójść za nią wzięć za sobą wiele pracy i poświęceń. Hobby często kosztują, potrzeba też na nie czas, im bardziej się w nie angażujemy, tym dalej i wyżej trzeba sięgać. Zmusza nas to więc do działania, które podejmuje bez wahań, z energią i zaangażowaniem.

2 Rozwijają

– jeżeli mamy pasję, to naturalne jest, że poświęcamy na nią wiele czasu. Często chcemy być w ramach niej coraz lepsi. De facto samo to, że poświęcamy na nią czas sprawia, że uczymy się nowych rzeczy, nabieramy coraz większej wprawy i kunsztu – niezależnie od tego czy jest to sztuka walki, bowienie ryb, czy czytanie książek.

3 Dają wytchnienie

– człowiek, który oddaje się swojej pasji często odrzuca wszystko to, co go trapi i co nie jest związane z tym właśnie czynnością. W tym momencie jest to najważniejsze. To moja godzina, weekend, dzień, wieczór.

4 Pozwalają poznawać innych ludzi

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