

Anchor Point

Vol.5, No.3 (March 1991)

The International Journal for Effective NLP Communicators

\$5.00

GENERATIVE IMPRINTING™ AND THE FUNCTION MODE

By Royce' Fraser and Ann M. Gardner, Ph.D.

Note: This is the second article in a series on Generative Imprinting, Royce' Fraser's dynamic process for building behaviors aligned with spiritual values and creating pervasive, second-order change. These articles are intended as an overview and introduction to Generative Imprinting, the process that is integral to all training sponsored by NLP America/Blue Dell Systems. Ann Gardner is one of three people in the country certified by Royce' Fraser as a Generative Imprinting trainer)



**Generative Imprinting
& Function Mode**
Page 1

MPD & NLP #3
Page 7

Fishing With More Hooks
Page 11

**Pandora's Box:
Interpretation**
Page 15

**Open for Business:
Empowerment: Is Business
Ready?**
Page 23

**Psycho-Neurological
Anchoring**
Page 27

Coming Events
Page 30

The first article in this series (Generative Imprinting, *Anchor Point*, Nov. 1990) provides an introduction to Generative Imprinting, the process for uncovering an individual's highest criteria and most creative state on a spiritual plane. Before proceeding with this article, you will find it useful to read or review the first article and complete the process for identifying the submodality distinctions of the internal representation of the core Source experience connected to your Generative Imprint.

Once you have accessed this experience, think of a word or nominalization that best represents the resource state you experience when you are fully aligned with the values and criteria that are most sacred to you and most crucial to your well-being. Words such as HAPPINESS, WHOLENESS, OR HARMONY or simply WELL-BEING may come to mind. And now think of a time when you were, in fact, acting in a manner completely aligned and congruent with this state. Fully associated into this memory, notice the internal sensation:

- ✓ While engaged in the action;

- ✓ When satisfaction (INTENT) is achieved at completion of the behavior;
- ✓ Which behavioral filter is predominant - people, location, things, information, or activity?
- ✓ Can you verbalize a powerful, positive BELIEF associated with this way of being?

As you create this interplay between the Generative Imprint, INTENT and BELIEFS, you are building the foundation for a way of being that is aligned with core Source experience.

THE FUNCTION MODE™

In the first article, we briefly introduced the Function Mode (Fraser, 1991), a framework for understanding how BELIEFS and INTENT are manifested in behavioral performance that is congruent with the core Source experience. The diagram on page 2 illustrates the six phases in the Function Mode. Once the Generative Imprint serves as a catalyst for uncovering core Source experience and the concomitant BELIEFS and INTENT, a compelling MOTIVATION forms. Once there is

Next Page ►

Anchor Point

ANCHOR POINT is an international monthly journal presenting recent developments and practical applications of NLP and related technologies.

Publisher: Michael L. Phillips
Editors at Large: Gary Smith
David L. Calof

Contributing Columnists-

Book Reviews: Sandy LaForge
Codependence: Sally Chamberlaine

Critic at Large: Jan Prince

Focus Point: Pat Wagner

Open for Business: Valdeane W. Brown

Lisa Marshall

Smart Stuff: Diane Farniano-Lutzinger

Snapshots: Steven Watson

Unlocking Pandora's Box: Lyle D. Chubb

Production Coordinator: Diane Phillips

Anchor Point (ISSN-0895-366X) is published monthly, 12 times per year by Cahill Mountain Press, Inc. 10907 West Arkansas Avenue, Denver, CO 80226. 2nd Class postage paid at Denver, CO.

Subscription rates are: \$35.00 (U.S.)/year for U.S. and its Possessions, Canadian Subscriptions add \$10.00 (U.S.) per annum, Foreign Subscriptions add \$20.00 (U.S.) per annum; payment must be made by charge card or by check drawn against a U.S. bank. Single issue price is \$5.00 / \$7.00 Foreign.

POSTMASTER: Send change of address to ANCHOR POINT, P.O. Box 26790, Lakewood, CO 80226-0790 USA.

Articles published in Anchor Point do not necessarily reflect the views of Cahill Mountain Press, Inc.

Anchor Point invites original contributions and advertising, but reserves the right to deny acceptance of articles and/or advertising, based on the editorial views of the Publisher. Anchor Point assumes no responsibility for unsolicited materials. All materials submitted must be accompanied by a stamped, self-addressed envelope if they are to be returned. All correspondence should be addressed to Editor, Anchor Point, P.O. Box 26790, Lakewood, CO 80226-0790 USA.

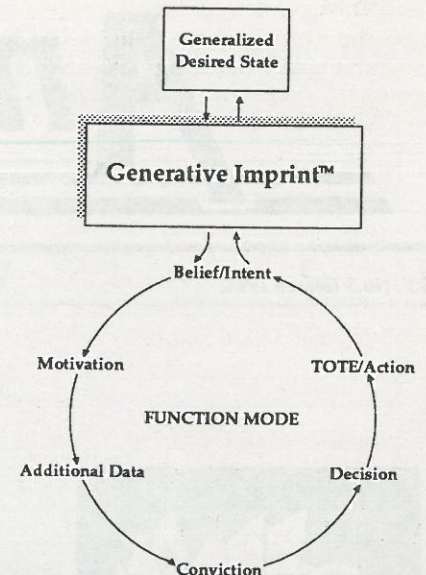
Copyright © 1990 by Cahill Mountain Press, Inc. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form without the prior written consent of Cahill Mountain Press, Inc.

This publication is intended as a general guide. It covers what can be highly technical and complex subjects and is sold as is, without warranty of any kind either expressed or implied respecting the contents of this publication. Cahill Mountain Press, Inc. shall not be liable to the purchaser or any other person or entity with respect to any loss or damage caused or alleged to be caused directly or indirectly by this publication.

ADDITIONAL DATA about linked internal representational experience and physiology, CONVICTION about the direction and path needed for manifesting INTENT is strengthened. Finally, by refining DECISION strategies, the individual has a basis for making behavioral choices and acting to achieve satisfaction and fulfill INTENT (T.O.T.E./ACTION), and the process recycles.

The Generative Imprint is the foundation for a new way of life; the strategies related to each phase of the Function Mode are the building blocks. And your NLP and hypnosis skills provide the mortar for ensuring that a new structure is a lasting one. When you work with clients, you carefully elicit the submodalities and sequence of the strategy associated with each phase of the Function Mode. And you will find that there are likely to be seemingly incongruent pairs of submodality clusters of what may appear to be inconsistent states that are the keys to unlocking the potency of each strategy. Listen for clues in the language patterns. A client may use an oxymoron such as "thunderous silence" when describing the auditory submodalities associated with the Generative Imprint, or may find that a combination of both "sparking energy" and "slow calmness" are critical to a motivation strategy that has staying power.

You also have to be aware of the client's different non-verbal cues associated with each phase of the Function Mode. You mirror body posture, breathing, and movements of the arms, hands, legs, and feet at each phase. Use hypnotic language patterns. Utilize the client's own key words whenever possible. Listen for Meta Model patterns, but instead of challenging them as you learned in NLP's "good old days," you utilize the patterns to create compelling new possibilities. Similarly, by eliciting the client's metaprograms, you can effectively incorporate changes into their model of the world. Finally, remember to chunk up, chunk up, chunk up, whether to the highly generalized



FUNCTIONAL MODEL FOR GENERATIVE CHANGE

©1989, Royce Fraser, Meta Publications, Cupertino, CA

desired state (G.D.S.) associated with the Generative Imprint or to the meta-outcome linked to satisfaction of INTENT. It is then possible to create lasting change that is cross-contextualized by chunking laterally via the five behavioral filters (people, location, things, information, activity). And at each phase of the Function Mode, you must be sure that the corresponding strategy carries INTENT.

CASE EXAMPLE

In the first article, we introduced C.M. a 35-year old Chinese-American martial arts performer and trainer. We learned that her Generative Imprint is closely linked to her Chinese heritage and is represented by a visual image of a female warrior with the "sword of enlightenment." Examining her strategies associated with each phase of the Function Mode will illustrate how the Generative Imprint and the concomitant BELIEFS and INTENT (carried through each phase of the Function Mode) have enabled her to find the direction she was seeking when she began the process, with "integrity, compassion, and purposeful groundedness," her G.D.S. Descriptions of

C.M.'s experiences at each phase of the Function Mode are included below. A few of the most pertinent submodality distinction and physiological and verbal patterns associated with each phase are also included.

BELIEFS AND INTENT

As we have said, powerful positive beliefs correspond to the Generative Imprint. By asking how the Generative Imprint is manifested in behavior, and how, in turn, satisfaction (INTENT) is represented in internal experience, the client begins the first phase of the Function Mode. C.M. experienced satisfaction of INTENT as:

- **Visual:** gold light all around, seen as an aura emanating from her whole body;
- **Auditory:** high pitched but soft laughter, own voice;
- **Kinesthetic:** tight drawing beginning as a tightening in her legs and then a tightness in the abdomen; sensation of a triangle from legs drawing up and out of her head;

- **Physiology:** sequence starts with a slight forward bending and exhale then a drawing in of air through the nose accompanied by slightly arched back and elevation of chest and shoulders; brief flexing and unflexing of fists at the end of the sequence;
- **Nominalization:** "joyous satisfaction - fulfillment;"
- **Verbalized Belief:** "I have honored everything I have been meant to be; this is my essence."

MOTIVATION

A motivation strategy that is built on this interplay of the Generative Imprint and BELIEFS/INTENT creates a means of propelling the client in a direction aimed at satisfying INTENT. When C.M. is highly motivated, she sees what she wants to do as a dissociated image directly in front of her which then turns into a quick flash of a movie of the action she will take. If the action "fits," she experiences a "jolt in the guts," a strong visceral reaction. She needs "centered calm" (one of the

seemingly incongruent pairs mentioned previously) in order to evaluate the "fit." Once she receives the "jolt" and is "on," she is highly motivated to act in a way that satisfies INTENT.

- **Kinesthetic:** tight constriction in the stomach ("jolt") followed by a sensation of heat starting in the stomach and moving up the torso and into the face;
- **Physiology:** head straight forward, hands straight out, then, after "jolt," slight movement forward.

ADDITIONAL DATA

The purpose of this phase of the Function Mode is to identify any considerations that need to be incorporated into the overall design so that the client can embrace this new approach to living life. C.M. was asked what else she needed in order to be able to operate in this way on a consistent basis in her daily life. Three resources were critical. First, as she had recently recovered from Mono, she knew, "It's

Next Page ►

REGIONAL CONFERENCES INNOVATIONS IN NEUROLINGUISTIC PROGRAMMING

FEATURING CONNIRAE ANDREAS & DAVID GORDON

NEW WORKSHOPS ON IDENTITY PROCESSES, THE ALIGNED SELF & OTHER TOPICS

ADDITIONAL WORKSHOPS ON:
ERICKSONIAN & CLASSICAL HYPNOSIS, FAMILY THERAPY, BRIEF THERAPY, ADDICTIONS METAPHOR
ADULT CHILDREN OF CHILD ABUSE, POST TRAUMATIC STRESS DISORDER, MULTIPLE PERSONALITY,

AND SPECIAL WORKSHOPS ON:

COMPUTER APPLICATIONS IN TREATMENT:

CASE ADMINISTRATION, STRESS MANAGEMENT & BIOFEEDBACK

FEATURING:

DAVID CALOF, MICHAEL ELKIN, STEPHEN FREDERICO, LINDEN GUTHRIE,
PETER HERGENROETHER, MICHELE WEINER-DAVIS, & MARC WEISS

REGISTRATION IS FOR ONE, TWO, THREE OR FOUR DAYS

CHICAGO, ILLINOIS
MARCH 21-24, 1991

NEW ORLEANS, LOUISIANA
APRIL 18-21, 1991

NEW YORK, NEW YORK
APRIL 25-28, 1991

FOR A BROCHURE WRITE OR CALL: ASSOCIATE TRAINERS
567 SPLIT ROCK ROAD, SYOSSET, NY 11791 516 922 2926

Imperative Self Analysis

the ultimate tool



■ In a single session with the ISA model

You will have a complete picture of your clients' cohesive reality, all the beliefs that generate their behavior and emotions

and a comprehensive, sequenced intervention plan that allows you to effectively use all of your NLP skills.

Your clients will face, accept and be ready to adjust the non-productive patterns that have previously controlled their lives

while experiencing your total understanding, compassion and support.

■ The ISA model, developed by Leslie Cameron-Bandler, is an essential tool for effective, comprehensive and ecological change work.

Certification Training

Summer 1991

24-day Intensive—July 8 to August 8

Fall 1991

Extended Program—begins October 10-13

Led by: **Metha Singleton**

Location: San Rafael, CA

Fee: \$2300 (Early registration discount \$200)

Call for a complete program & product brochure.

FuturePace, Inc. . P.O. Box 151173 . San Rafael, CA 94915 . 415.485.1200

important to monitor my activities so that I can sustain my energy." A resource state she termed "operating in the *comfort zone*," was anchored and added to her MOTIVATION strategy. Secondly, she stated she needed *confidence* based on a realistic assessment of her physical abilities which in turn introduces realistic competence rather than unrealistic expectation. This confidence related directly back to satisfaction on INTENT. Finally, she needed to build in *sufficient time* in the motivation strategy in order to assess the "fit" of an impending action. After anchoring *slow time*, she was able to incorporate it into the "centered calm" of the motivated state, as well as subsequent phases of the Function Mode that necessitate careful assessment.

CONVICTION

The purpose of the next phase of the Function Mode is to build a sense of

"What is the use of a house if you haven't got a tolerable planet to put it on?"

- Henry David Thoreau

CONVICTION that MOTIVATION linked to the Generative Imprint and corresponding BELIEFS will result in actions that will satisfy INTENT. The ADDITIONAL DATA incorporated from the previous phase sets the stage for building CONVICTION. As the client begins operating in the real world with the new strategies, he or she receives evidence about the effectiveness of the strategy, thereby strengthening CONVICTION. As you work with the client to establish this phase of the Function Mode, though, you elicit the naturally occurring conviction strategy and link it into the Function Mode chain.

C.M.'s conviction strategy was build on a sense that an intended action would be "lasting" over time (either days, weeks, or years depending on the nature of the activity) and that it meet her criteria of "efficacious" or "worthwhile."

- **Visual:** sharply focused, clear image directly in front, color movie;

- **Auditory:** sound of own voice saying "yes" on the exhale at the end of the sequence;
- **Kinesthetic:** feeling of warmth or energy moving up from feet, up through the pelvis and the torso, around right shoulder then along right arm and into heart;
- **Physiology:** standing on two feet, firmly planted but with "elasticity," elbows slightly bent, arms outstretched with fists closed ("gripping - taking a hold").

DECISION

At the DECISION phase, the client refines his or her decision strategy to reflect criteria related to BELIEFS and INTENT. For C.M., incorporating *slow time* was critical so that she could evaluate how the proposed action would "line up" and "fit" with her criteria of "integrity" and the sense of her "essence." She said, "I have to feel like 'Wow! that's it.'"

- **Visual:** begins with dark form as an outline out in front; changes to bright, clearly focused image that lines up with a sequence of images, one behind the other, of future events related to her behavioral choice and her criteria.
- **Auditory:** An audible click when alignment occurs followed by own voice, clear and loud, with an undertone of a low growl; sounds associated with the activity are sharp and tinny, "out of range" when the action does not fit.
- **Kinesthetic:** grounded feeling in legs, hips and pelvis; awareness of energy in the pelvic region; visceral "jolt" when fit is perceived, and "feeling of power solidifies."
- **Physiology:** after "jolt," chin goes down, breathing slows down, slight forward movement and shifting of weight to the right side.

T.O.T.E./ACTION

The last stage involves a final check to determine if action will satisfy INTENT in a manner that is congruent with the Generative Imprint and the BELIEFS associated with it. What results is a very powerful and fully aligned and integrated propulsion system with an inherent flexibility for a range of behaviors at the T.O.T.E. phase. It is at this stage that the loop which begins in the unconscious mind with the Generative Imprint comes to an end with conscious action and satisfaction of INTENT. As C.M. says, "I am at my best when I am doing these actions."

At each phase of the Function Mode, as you are working with clients, you check for congruence in verbal and non-verbal behavior with the non-verbal behavior associated with the Generative Imprint and satisfaction of INTENT. If, at the end, there is still evidence of incongruence or persistence of the limitations evidenced at the onset, recycle through the Function Mode. Is satisfaction of INTENT clearly defined in terms of a submodality sequence? Is there some element of INTENT being satisfied by a limiting behavior that has not been incorporated into the new positive sequence? In

order to reinforce the new direction, strengthen pairings of elements in the Function Mode chain. For example, strengthen the linkages between BELIEFS/INTENT and DECISIONS. Are the criteria embedded within BELIEFS/INTENT adequately incorporated into the DECISION phase? Or are the elements identified in the ADDITIONAL DATA phase build into MOTIVATION? Once alignment is achieved, the client has an ongoing means of integrating the Generative Imprint and INTENT into daily life

"I think that what we are seeking is an experience of being alive, so that our life experience on the purely physical plane will have resonances within our own innermost being and reality, so that we actually feel the rapture of being alive." Joseph Campbell

References

Bandler, Richard (Edited by C. Andreas and S. Andreas), *Using Your Brain for a Change*, Real People Press, Moab, UT, 1985.

Campbell, Joseph with William Moyers, *The Power of Myth*, Doubleday, New York, NY, 1988.

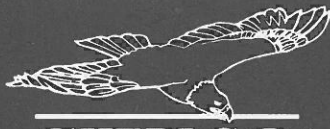
Dilts, Robert, *Changing Belief Systems with N.L.P.*, Meta Publications, Cupertino, CA, 1990.

Fraser, Royce, *Stalking Reality*, Meta Publications, Cupertino, CA, in preparation, 1991.

Fraser, Royce and Ann M. Gardner, "Generative Imprinting," *Anchor Point*, Nov. 1990, Pgs. 1-4.

Royce Fraser is a certified NLP Trainer, therapist and author with a private practice in Mystic, CT, Pemberton, NJ, and New York City. He offers NLP Certification Training through his company, NLP America, Inc./Blue Dell Systems, in each of these locations. Mr. Fraser is best known for his artistry with the hypnotic language patterns of Milton Erickson and the therapeutic applications of the Generative Imprinting Process which he has been developing since 1985.

Ann M. Gardner received her Ph.D. in Developmental Psychology from the University of North Carolina Chapel Hill in 1971 and has worked as a trainer and human resources consultant for the last 20 years. Dr. Gardner lives in Brooklyn, NY is currently a Certified NLP Trainer and a consultant to corporations and government agencies. She also conducts NLP seminars and serves as an NLP Trainer for NLP America, Inc. and other NLP training institutes.

REGISTER NOW

SPACE LIMITED

SHERLCO
CORPORATION

COMMUNICATION FOR PROFESSIONALS

7th NLP Practitioners Certification Training
Six 3 day modules Jan. - May 1991

◆◆◆◆◆

8th NLP Practitioners Certification Training
May 6 - 24, 1991 Three weeks in the Canadian Rockies



Communication for Business®
Negotiate, Sell, Manage and Communicate your way to Success

◆◆◆◆◆

Communication for Success®
Three day Intensive Introductory NLP Workshops

2022-31 St. S.W. ♦ Calgary, Alberta, Canada ♦ T3E 2N2
403-240-3565



Don't tell, but I can't remember what "Releasing" is.

-- What? They had an ad in ANCHOR POINT last month and December and....

Yeh.....but what's "Releasing"?

Oh, *RELEASING* is a powerful new method for dealing with pressure situations. It was developed by Patricia Carrington Ph.D., Associate Clinical Professor of Psychiatry and

OK.....But what does it do?

"Releasing" allows you to let go of your *over-involvement* with any problem. This brings about a dramatic change in your *perspective* at the exact moment you need it. Each time you "release" you get a completely new outlook on whatever is troubling you. This makes you a lot more effective, also....

Got it.....but how does it work?

When you "release" you repeat in your mind certain self-statements (in question form) which have previously been anchored to a response of "letting go".

So.....who uses it?

"Releasing" is ideal for anyone interested in personal development, or NLP, or lowering stress or....

"I consider Releasing an absolute 'must' for my clients in personal change work. It's now a vital addition to my standard repertoire of NLP techniques"

Jayne Brown, Director
NLP Training Institute of Los Angeles

Check out "Releasing" for yourself at no risk with our complete *satisfaction or moneyback guarantee*. The *RELEASING TRAINING KIT* includes Dr. Carrington's book *Releasing* plus two audiotapes which demonstrate the best tonal qualities and pacing for self-statements, all for \$60.00 (add \$3.75 for shipping). (If you live in NJ also add 7% sales tax). Or you can get the *Releasing* book alone for \$23. / Tape #1 (Basic Training) for \$22 / or Tape #2 (Advanced Training) for \$22 (include \$2 for shipping if ordering *single item*).

Send your personal CHECK or Money Order to Pace Systems, or CHARGE "Releasing" to your Mastercard or Visa (include *expiration date* if you do).

Hint: PHONE your order to **(201) 297-9101** and we'll RUSH it out today.

PACE EDUCATIONAL SYSTEMS, INC., Dept. A, P.O. Box 113, Kendall Park, New Jersey 08824

MPD & NLP #3 - Questions & Answers

By Steve Watson

The previous two articles (Anchor Point Oct. & Nov. 1990) on Multiple Personality Disorder (MPD) have stimulated some interesting questions from readers and colleagues. This installment will try to answer some of these questions and probably raise a few more.

Q: What about using anchors with MPDs? Will an anchor with one personality transfer to another personality?

A: Yes—and no. Anchors can work with any alter ego but there are different types of anchors that can be used. One type is an anchor used for transition from one alter ego to another. It is, therefore, an anchor for altering of state, connects to the basic switching process and can be fired with any alter ego with good effect.

An anchor that seems useful across the spectrum of alter egos or alternate personalities (such as for V/K dissociation) can be established by inducing a general trance state, setting off the anchor and then asking for all available alter egos to briefly join in co-consciousness so that all can respond to the anchor stimulus.

Experience has been that covert anchors related to therapist style will be established with each alter ego as it is encountered but they are not necessarily transferred. Some anchors are definitely specialized and have meaning only for the personality with which they are set.

Q: Are integrations between personalities permanent once they are accomplished?

A: Not necessarily. Whatever can be put together can be torn asunder. There are at least three different kinds of situa-

tions where integrations can be reversed.

Occasionally an issue arises as the result of an integration that was not anticipated. The therapist then can backtrack the procedure that was used and literally take the integration apart if necessary. Integrations, while usually desirable for more efficient functioning, may not remain solid until there is a period of successful day to day living and handling of problems. If the newly integrated person somehow does not deal with a specific situation sufficiently well, the alter ego previously assigned to that task may pop out again. If there has been adequate rapport established with that part, the re-emergence can be an opportunity to fine tune the integration to make sure the necessary strengths are available in the new form. Re-integration then is relatively easy.

If integration was forced without adequate attention to ecology issues and good rapport (and this can happen), there may be real problems.

MPDs have usually spend a lot of years dishing off tasks to "others" and escaping the stress. It's too easy to let that happen again when a crisis erupts and successful new behaviors need to be experienced over time. The core personality must learn to take responsibility for the action and believe in their capacity to deal with events in their life.

Q: What have been the most useful NLP techniques for helping MPDs?

A: Virtually everything learned in NLP has been useful at one time or another with multiple personalities.

- Sensory acuity is necessary in all modes to be able to sense who you are talking to.
- Pacing becomes an exercise in flexibility with an MPD and is also a

way of recognizing unannounced shifts. Think about it.

- Anchors of all sorts are useful for behavior changes at the behavior/capability level.
- Phobia or trauma cure procedures are very useful to "defuse" past trauma associated with the original splits.
- Transderivational searches track down events and specific alter egos when you need to work with them.
- Re-imprinting procedures (time line or otherwise) are essential.
- The Visual Squash is a highly useful integration procedure
- Meta-Model everything!!

And on and on.

If I were a commissioner in charge of therapists working with MPDs, I would absolutely require NLP training for everyone. Other theories can be useful for the therapist in terms of providing a kind of outline, but when it comes to doing the most useful thing, the NLP approach is essential to good work. To illustrate:

A Case Study - Julie

Julie had come to the clinic before with another therapist who had asked for a consult because of some anomalies that had been noted. Julie had complained mainly of depression but she had also mentioned "blackouts," blocks of time for which she had no recollection. There were also men at work who would come up to her and speak with familiarity to her and she could not remember ever speaking to them previously.

When interviewed, Julie presented as a tall, shapely woman who wore her hair pulled back in a bun and wore large round glasses. She behaved in a prim,

Next Page ►

"What we take for the history of nature is only the very incomplete history of an instant."

- Denise Diderot

Announcing!

1991 Summer Residential NLP Trainings

Developed by Steve and Connirae Andreas

Practitioner Certification

The most thorough training available in all the fundamental NLP principles, perceptions & methods

June 8 - July 5, 1991

Apply NLP Practitioner Skills in Your Life

Learn State-of-the-Art Techniques
Experience Personal Transformation
Gain Leading-Edge Professional
Communication Methods and Much More

Tuition: \$2250

**Located at the Iron Horse Resort,
Winter Park, Colorado**

Enjoy learning high in the Rocky Mountains with
the renowned NLP Comprehensive Training Team.

Call or Write for Your Complete Brochure.

1-800-233-1657



NLP Comprehensive

2897 Valmont Road • Boulder, CO 80301

Master Certification

The Post-Practitioner Training that dramatically
enhances your effectiveness with NLP

June 11 - July 3, 1991

Attain Skills of the Master Practitioner

The New Identity Process and Aligned Self Material
Advanced Submodality Processes
Language Patterns & Belief Processes
Timeline Patterns and Much More

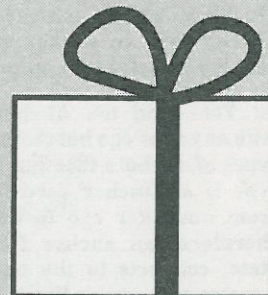
Tuition: \$1900

An Introduction to the Magic of NLP The NLP Comprehensive Gift Package

This specially-priced gift package
includes three of our best-selling
introductory products: *Introducing
NLP, Using Your Brain—for a
CHANGE (Audiotapes), & Heart of the
Mind (book).*

(\$24.95 for the set plus shipping).

Call to Order 1-800-233-1657



shy manner and was conservatively dressed except for a straight skirt which was slit up the side fairly high. That skirt just didn't match the rest of her image.

One session, while not conclusive, did indicate the possibility of dissociated parts but nothing else was asked for.

Julie dropped out of treatment shortly after this session.

Three months later, Julie was in a psychiatric ward of the hospital after a serious suicide attempt with sleeping pills and alcohol. She seemed to be shifting between wildly different states while in the hospital - crying spells while curled up in a ball like a frightened child, shrieking adolescent temper tantrums, periods of calm almost cold rationality and mute confused wandering about the ward.

When offered a definite treatment plan, Julie seemed to depressed to care. She didn't even want to try to work through things thinking that it was too late. Her serviceman husband was divorcing her and would likely take their daughter overseas to his next post. When inter-

viewed, he agreed that Julie was "several different people and his reason for divorce was that one of her personae didn't like him and did like sexual encounters with other men."

Under hypnosis, Juliette emerged. She was cool, efficient, handled crisis very well and enjoyed flashy clothes and casual sex. She was disgusted with Julie for being a total wimp who couldn't even take the pills to kill herself. Juliette did it for her then stepped out of the picture. When it was pointed out that she (Juliette) would also be destroyed, surprisingly she didn't seem to care. She also turned down a tentative offer to take over as the main personality (an experiential play).

It was clear: Julie had to improve before Juliette would cooperate. Core issues had to be addressed before the alter egos would cooperate.

At first, Julie only minimally cooperated. But when faced with the possibility of long-term institutionalization, she decided to make a real effort.

Soon, Elizabeth become known. At 12 years of age, she carried the memories (fully associated) of the sexual abuse from her adoptive father. Liz could be violently hostile at times and was extremely distrustful. Elizabeth perceived herself as *still* being 12. She couldn't believe that she inhabited a body that was 30 years old, fully mature. When taken to a room with a full length mirror and shown what she really looked like, Elizabeth nearly collapsed. The procedure gave credibility to her therapists claims at least.

Then came Mary, a 7-year old who barely talked at first. She was the first recipient of the physical abuse and massive rejection by the adoptive parents when they had a child of their own.

Other problems Julie had included a moderately serious pattern of bulimia and severe stress headaches.

Intensive work included:

- Transderivational searches for personal resources with submodality shifts to enhance effectiveness.

- Change history techniques interrupted the bulimia because the onset was specifically related to particular events.
- Personal assertiveness was programmed into past school situations where she had unnecessarily allowed other peers to dominate. This new response was anchored to a self initiated trigger so she could use it in the present.
- Trauma procedures (V/K dissociations) were run on several physical and sexual abuse events.
- Swishes were utilized to help Julie, the core personality, more into more effective functioning like making new friends at work and other situations where she wanted her improved sense of self operating.
- Visual squash was the major technique utilized when a personality had dealt with its specific issues and there was agreement that integration was a good thing to go for.

Underlying all of the above work is the six-step reframe model which guides the therapist to honor the positive intentions of each alter ego, negotiate changes in behavior while preserving the intent, checking for objections from other alter egos and then implementing the changes.

When Julie began to improve and succeed on her own, Juliette began to give her some credit and at one point she agreed to integrate. This integration brought Julie resources previously dissociated. It also brought Julie the memories of her several casual affairs. There was a lot of blushing going on her first week at work after this integration.

Elizabeth came next, having desensitized the brutal and sadistic sexual trauma from her adoptive father enough to recode those events in a much more comfortable and useful manner in her distant past. Liz accepted Julie as one who could and would take care of those things since she was the now resourceful mother of a 12-year old daughter.

Mary required an interview through hypnosis with Julie-Juliette-Elizabeth. This was handled with relative ease because of the process we had established earlier of an internally created room that could be utilized to talk about sensitive subjects.

Time was given to the nearly integrated Julie to assure Mary she would be cared for and loved as a valued part of the "family."

Before Mary stepped forward into Julie's arms, there suddenly appeared a very young girl, perhaps 18-months old, holding Mary's hand. She never said anything but apparently trusted Mary. Both came into Julie's arms and settled into her arms with a sigh. Gradually both simply merged with the adult body of Julie.

Tears in her eyes, Julie came out of trance spontaneously and sat in her chair for several minutes without speaking. After explaining what had happened and what it meant to her, she began to muse about what her future might become now that she was "together." The prospect was to her

both daunting and exciting. Daunting because she now would not have her escape route of "spacing out" in critical circumstances. She now had to learn how to be response-able as one person. The excitement related to her now realized considerable resources with which to construct a new life.

Julie had some difficult times after these integrations and another alter ego popped out - a benign personality modeled after a loving grandmother she knew as a child. This was handled with relative ease.

Julie left the area to rejoin her husband and her daughter not long after the final integration. The last letter received indicated Julie was successfully meeting life on her own terms.

Next: What can "normal" people learned from MPDs.

Steve Watson, MSW, LCSW is a licensed clinical social worker with 29 years of experience in therapy. He is a Master Practitioner in NLP, an associate trainer with NLP Comprehensive and NLP of Utah. He conducts NLP workshops at Weber State College and Westminster College in Utah. He is available for specialized NLP presentations and can be reached at (801) 479-8813.



NLP TRAINER FOR HIRE

Nationally Recognized NLP Trainer and NaNLP Fellow currently available for training.

Experienced in all phases of Training Design and Certification for Practitioner and Master Practitioner Trainings.

Workshops Tailored to Your Needs

Novice and Advanced Deep-Structure Workshops available on:

- *Personal Mythology
- *NLP and Huna
- *Ritual and Ceremony as tools for Change

To Explore the Possibilities Contact

TOM BEST

(808) 572-3643

525 Olinda Rd., Makawao, Maui Hawaii, 96768

NEW YORK TRAINING INSTITUTE FOR NLP

Est. 1979

SUMMER RESIDENTIALS ON CAPE COD

Imagine yourself at the edge of the sea....

*Increase and enhance your tools of communication and change
while enjoying the magic of Cape Cod....*

ERICKSONIAN HYPNOSIS CERTIFICATION

*an intensive training in Ericksonian Hypnosis:
inductions,utilizations,trance phenomena & much more
Paul Carter PhD • Anné Linden MA • Steven Goldstone*

*\$1585 includes tuition,room,breakfast
at the Provincetown Inn in Provincetown, Ma
July 19 - 28 10 days*

...

NLP PRACTITIONER CERTIFICATION

*an in-depth training in all the basic concepts,skills & processes of NLP
\$2700 includes tuition,room,breakfast
July 12 - August 7*

NLP MASTER PRACTITIONER CERTIFICATION

*covers NLP advanced patterns of submodalities, meta-programs,
criteria,timelines,emotions,modeling,beliefs,strategies...
\$2600 includes tuition,room,breakfast
July 15 - August 7*



*Designed and taught by Anné Linden
and NYTI trainers
Outer Reach Resort, No Truro, Ma*

...

*Call or write for more information
155 Prince St, NY, NY 10012
212-473-2852*



GOING FISHING ...

WITH MORE THAN ONE HOOK

Expanding Learning Styles IS Accelerated Learning

By Diane Famiano Lutzinger, M.A.

When I describe the benefits of expanding learning styles, I often use an analogy of going fishing. When you go fishing, do you take only one hook? And would you expect to increase your success at fishing if you had more than one hook, in case the first one "didn't quite do the job" or you lost it? Increasing your odds of being successful by increasing the ways in which you can catch fish is a wise move. The same is true for increasing the ways in which you can learn easily and effectively. If you are an "auditory" learner, for example, to attempt to learn primarily with this one

modality would be like fishing with one hook. However, if you expand your learning styles and increase your ability to use all your modalities, it would be like having a bunch of fishing equipment. Give me a tackle box, please.

In my December 1990 article, we looked at several examples of how NLP assists students in going beyond a "diagnosed learning style" or pigeon hole

to become multisensory learners. This month we will share some other stories and our idea or definition of "accelerated learning." Several writers of learning-to-learn books agree that we are not stuck in one mode and that "Superlearning" is not necessarily "super." Our learning just appears to speed up or become extraordinary when we have the keys.

One day in Africa, I watched a young native boy use a key to start a car for the first time. He had seen cars and heard them run, but he had NO IDEA how that all came about. My friend allowed the 8-year old to sit in the front seat, handed him the key and showed the boy how to start the car. When the child turned the key IN the car and the motor IN THE FRONT of the car sputtered, he was amazed. The native boy could not imagine the connection. The idea seemed extraordinary.

I notice a similar response with students of all ages who discover how to access their visual ability or get in touch with their kinesthetic way of knowing. They are often AMAZED at their "super-powered new" abilities. We are all NATURALLY multisensory learners as little babies, and this includes tasting and smelling the world about which we are learning. Using our senses—all of them—works! Why do we change and get stuck in a limited mode?

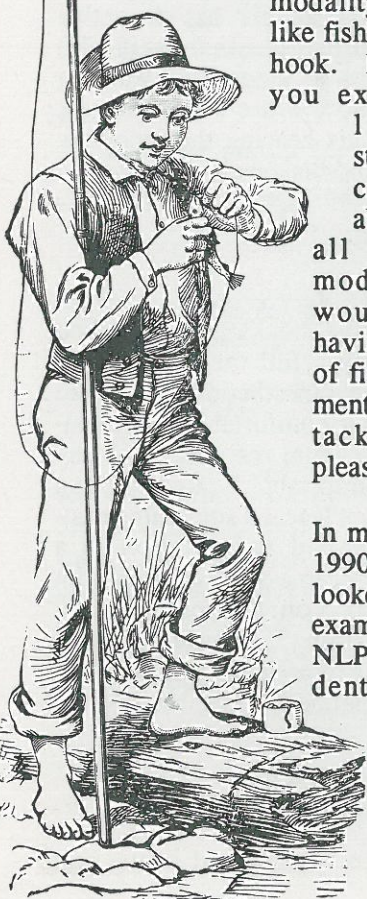
We wish we knew. What we don't know about our brains is still a frontier. However, several learning specialists I have talked with believe that many of our learning difficulties are created. This seems very plausible if you consider Maclean's Triune Brain theory which emphasizes three divisions. He describes the brain stem, our oldest

part (evolution-wise), as the controller of very basic instinctive responses. The second is the limbic system. This "minibrain" controls emotions, sexuality, and the pleasure centers. And finally the neocortex which controls our intellectual processes, auditory and visual capacities.

The significance of the triune theory for learning and learning disabilities and how they could be created is that the limbic system is the conduit through which impulses are filtered and involuntary behavior is translated to rational thought. The theory is that our personalities are determined by the interaction between the limbic system or "gatekeeper" and the neocortex or "thinking" brain. Psychologists believe that learning takes place through an interaction with the old and the new brain through the limbic system. There are indications that the limbic system is essential for long-term memory. Therefore, if the emotion is absent (e.g., boredom) or negative (e.g., fear and anxiety), there is interference in the ability to remember or learn. We recognize that one of the most effective ways to appeal to attention and memory is through our emotions—when we are "involved" (emotionally) we learn easier. (I once read that we learn four times faster when we're having fun—and that has been my experience!)

Charles Faulkner and other NLPers agree that there is a phenomena he calls "kinesthesia." As I understand it, our Visual and Auditory modalities carry a Kinesthetic component. Since the limbic system filters "everything" and has a powerful effect on our subconscious, it is postulated that emotion may be the actual basis on which memory is or-

Next Page ►



True personal power comes with the *New Option Generator*

True personal power is the ability to exercise choices—to act or not act as the situation may require. Finding these choices, even when there appears to be none, is the basis of creative genius and the goal of the *New Option Generator*.

With this new Paraliminal Tape, you'll blow the ends off double-binds. You'll discover new paths to personal freedom. The patterns from this tape are at the heart of creativity, scientific revolution and human evolution.

New Option Generator, \$34.95 plus \$3.00 shipping

Order today or call for free catalog.

Paraliminal™ Tapes - 18 titles

PhotoReading™ 25,000 words/minute

EasyLearn™ Language Tapes

Learning Strategies Corporation • 1-612-475-2250

ganized. Or on the other hand, does negative emotion create "disorganization" or poor memory and learning ability?

It would seem so from the students with whom I have worked and from reports of other "at risk students." One such student was "Billy" (see Anchor Point, November 1989, "I'm Not Mentally Retarded.") Billy was yelled at by his LD teacher for 2 years when his thinking strategy (high kinesthetic) was too slow for her and she thought he was dawdling. At the end of the 3rd grade he was tested and had an I.Q. of 75. After learning about expanding learning styles and how his brain and emotions worked together, Billy was retested and improved his I.Q. He was so petrified by the yelling that his brain couldn't think. He is now in the 9th grade, mainstream, making B's and C's.

"The greatest obstacle to discovery is not ignorance—it is the illusion of knowledge."

- Daniel J. Boorstin

Many studies have been done solely on memory, because "thinking skills" are difficult to measure in a controlled study. However, my clinical experience shows me that thinking skills (critical, analytical, planning, etc.) are definitely affected by emotion. We often call it "test anxiety," "feeling overwhelmed," or the like. But what we are talking about is that the BIG K takes over—kinesthetic modality—and visual, auditory channels are blocked and even the "intuitive knowing part" of the kinesthetic system is distorted.

Amy is a great example. She is very verbal, bright and reported an uncanny ability for spatial perception. When she travels with her family all over the world, once she has been to a place she can remember how to return to it easily and can remember what is around the area. She has fun when she travels and all of her sensory systems are on "go" so she learns her way around easily. She conceptualizes the "big picture." However, when it came to the Civil War in history class, her strategy changed. She relied totally on her auditory modality and incorrectly sequenced events, losing the big picture.

Amy is a compassionate girl. She had been giving me both sides of the debate about banning the Madonna video. I could tell that she had the big picture AND the details, had her information "stored" visually, auditorily, and kinesthetically. She was very complete and very convincing. The exact opposite was true for her essay in history. The teacher's comments included, "irrelevant," "needs more detail," "wrong chronology," etc.

When we began to "play" with history and have her become a character fighting to abolish slavery, Amy took on a persona from that era and became involved in the visual and feeling components of the story. She was amazed at how well her memory worked when the information was recorded in "3D"—three modalities!

The "at risk" student is often identified as a kinesthetic learner (haptic learner)—the difficult to teach 15-20% of a normal class and a higher percentage in an LD (learning disabilities) class. I believe the Attention Deficit Disorder (ADD) is a combination. Part of the diagnosis is often poor auditory acuity. It is my experience that the ADD student has an active internal auditory channel (self-talk) combined with a kinesthetic learning style. His (80%+ are male) self-talk can prevent his hearing the incoming auditory from his teacher or it may agitate him, if what he is saying is critical or fearful.

Colin Rose, *Accelerated Learning*, agrees that "the ideal learning method will ...employ a full range of visual, auditory, and kinesthetic activities to make learning comfortable and to invoke the maximum response." A key word is "comfortable." Remember a time when you learned something easily, suddenly had the solution to a problem or became so caught up with interest that you "automatically" learned something? Almost everyone has had some experience that could be called "accelerated" or natural learning.

As those of us trained in NLP know, the positive, natural state of learning that has been experienced in the past

can be evoked to assist a student in regaining that positive feeling. I will ask my classes of teachers to recall a time like the ones described above. Sometimes we talk about different experiences so that everyone "gets into" a memory of positive, easy learning. Often their physiology changes—breathing rate, heart rate, voice qualities, posture. When I notice the positive changes occurring, I borrow a phrase from Milton Erickson and say "That's right." That phrase becomes an anchor or trigger to recapture or re-evolve the positive state anytime during class or anytime I say "That's right" with the original tonality.

Schools inadvertently use anchors detrimentally all the time. Even with a group of teachers, if I say, "Now we are going to take a short **TEST**," I see negative physiological changes, hear groans and intakes of breath caused by "test anxiety." This occurs even though they know there is no pass/fail, grading, or any other consequence! Just the word **TEST** evokes the old anchor to the negative state many of us experienced in a test situation.

It is so simple, people often discount the power and benefit from anchoring. It is one of the easiest ways to "expand" someone's learning style. All you do is:

- ✓ have the person (or group) re-experience a time when they WERE using all their modalities and
- ✓ felt positive about learning something
- ✓ set a discreet cue for that state (that's right!), and later
- ✓ repeat the cue when you wish to re-evolve the state.

I have another example of expanded learning styles which create more effective learning. Jeff is a new client of mine. He was about to fail 5 out of 6 subjects, had been to tutors and psychologists and had asked his parents to check him into a psychiatric institute in the hopes of finding out what was wrong with him that he couldn't learn. His parents enlisted the help of his Osteopath in convincing him to see me "just once" before making a decision.

In building rapport and getting to know Jeff, I asked him what he liked to do. He liked to be an actor. Also in our conversation about why he was in my office, we discussed what his goals were for our work; he stated he had a "memory problem." I casually asked him about what kind of plays he was in, what kind of parts, etc. His face lit up and what I was able to learn is that he had NO TROUBLE remembering his lines!! So it appeared his "memory problem" didn't occur in this context.

I discovered his strategy (thinking skills) for remembering his lines. He would say them to himself, while picturing the scene in his mind and have a sense of what the emotion or action was that went with the particular line or lines. What that amounts to is multi-modal learning with a feeling associated (anchored) to particular information which will help him recall that information! Learning is simple, it is super. It is NOT learning that is difficult!! Jeff was gleeful to discover that he DID know how to learn, and that it was fairly simple. I framed it as a resource he already had and that all we needed to do was to change contexts.

Needless to say, he has made another appointment and is very excited about what he might be able to accomplish!

All students need the opportunity to discover expanded learning styles and their natural capacity for learning. Teachers can be even more effective after learning how to discover a student's internal state and strategy—WHEN IT WORKS—as well as when it doesn't. Teachers can feel less frustrated by having the ability to assist that percentage of students who cannot discover their successful strategy for themselves. Rosa Luxemburg said, "...we will all be victorious if we have not forgotten how to learn." "Remembering" how to learn is what is super about what we can do with expanding learning styles.

Diane Famiano Lutzinger, M.A. is President and Developer of The Learner's Edge Programs for students and teachers. She is a certified Trainer with 13 years experience in the field. She has been a consultant to business and education and has taught internationally and on television. She may be reached at The Learner's Edge, 12830 Hillcrest - Ste 111, Dallas, TX 75230 USA or phone (214) 471-1668.



Santa Cruz • Los Angeles • Orange County • New Orleans • London • Glasgow

THE NLP CONNECTION

A Member of The Society of Neuro-Linguistic Programming

1 Free NLP Introductorys • Los Angeles
Friday evenings at 7:30 p.m.
Call for dates and specific location.

2 NLP Master Practitioner Certification
Los Angeles • starts April 20, 1991
Chris Hall & Gary Boone, NLP Master Trainers
March 25 deadline for Early Registration discount.

3 NLP Practitioner Certification
Los Angeles • starts Sept. 28, 1991
Chris Hall & Gary Boone, NLP Master Trainers
Sept. 6 deadline for Early Registration discount.



L.A.'s first & leading NLP training institute (est. 1980)

NLP of Southern California

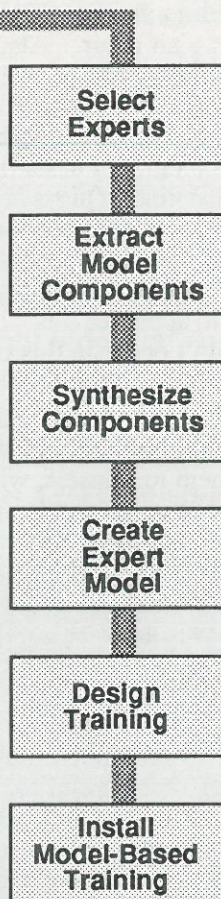
4387 York Boulevard

Certifications awarded by
The Society of NLP

Los Angeles, CA 90041

(213) 254-3841

Learn The Six Steps To Model Expert Performance



Modeling Master Practitioner

Certification Training

**During this comprehensive
16 day training program you
will model experts drawn
from selected professions.**

Trainers:

Wyatt L. Woodsmall, Ph.D.
Richard T. Graves

Assistant Trainers:

Terry Pitts
Dr. John Bakti
David Francis

April 6 thru April 21, 1991

Holiday Inn Oakville
Toronto, Ontario
Canada

\$2500 (Non-residential)
\$2250 Advance Registration

For further information, contact:

Advanced Behavioral Modeling, Inc.
801 South 20th Street
Arlington, Virginia 22202

[703] 979-3835 or [703] 239-8581
FAX [703] 979-4530

How Did We Rate a "10" From a U. S. Olympic Coach?

Our proven record of success!

Recently, Advanced Behavioral Modeling, Inc., (ABM) won a contract to model a major olympic sport. Our ABM process was selected over others as the most likely approach to improve the athletes' performance for the 1992 Olympics.

ABM is a cutting-edge technology which expands the original NLP modeling process developed by Bandler and Grinder in the early 1970s.

ABM was created and developed by Wyatt Woodsmall, Ph.D, and Richard Graves over a six year period. ABM has been rigorously tested and validated with outstanding results in both the private and federal sectors. Models have also been developed for clients on marketing, sales, negotiations, photography, interrogation, and military marksmanship.

ABM's power arises from the synthesis of the original NLP process with proven techniques from behavioral science, artificial intelligence, and accelerated learning.

ABM enables you to dramatically reduce training time and increase levels of performance.

**Advanced Behavioral Modeling, Inc.
...the experts on expertsSM**

UNLOCKING PANDORA'S BOX

Integrating NLP with Human Psychophysiology

By Lyle Chubb

Interpretation

Our nervous system is specifically designed to detect changes in our environment. Variations in external or internal environmental patterns of stimulation impact us more profoundly than do steady-state situations. We are more attuned to beginnings and endings, increases and decreases; we are much less cognizant of constancy in our environment.

We can assume that our cortical system is also designed to process environmental variations in a similar manner. Fluctuations in neural transactions within the brain, a part of our internal environment, have a significant impact on the evolution of what we call experience. The manner in which such variations are incorporated into the overall neural pattern is the focus of this section, examining how the dynamic influences of neurological "software" arbitrate the flow of information through the neural network.

SYNAPSES and NEURAL PATTERNING

In our previous examination of Kesner's integrative model, we noted that the hippocampal and amygdaloid structures receive input from both the sensory systems and the higher cortical regions. The hippocampus and amygdala collate their particular sources of input to generate neurological representations of our external and internal environmental contexts, respectively. Since the sensory feed into these structures is rather direct, adaptations in neural code patterns must occur within the higher cortical regions.

Neural patterns of activity are mediated by SYNAPSES, narrow clefts between neurons which relay information from

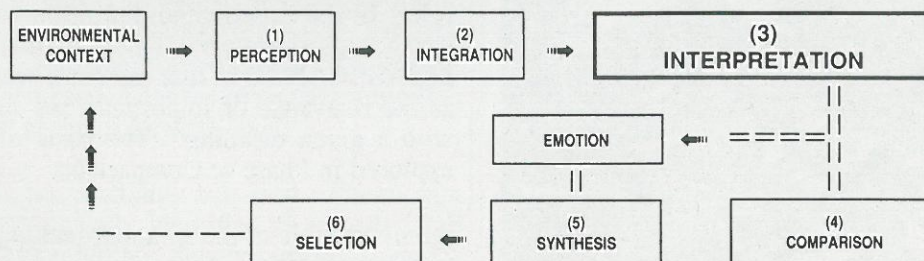
one neuron to another through a process of biochemical transfer. Synapses have been shown to increase their transmission efficacy through metabolic and structural adaptations, precipitated by repeated activation. Such synaptic adaptations have demonstrated a high degree of durability, providing neurological bases for models of learning and memory. A detailed description of synaptic changes precipitated by environmental stimulation can be found in any text on neurophysiology.

As an illustration of synaptic influences on neural patterning, imagine yourself standing at the top of an incline which has been covered with smoothed topsoil. Beside you stands a large container of water, ending in a small spigot. By turning the spigot slightly, you allow a narrow stream of water to begin flowing down the incline. Each droplet of water tends to follow the one before it, creating small ruts in the soil. The water encounters some resistance as it crosses the surface, causing the flow to deviate to the left or right as it moves down the slope. You allow this process to continue until a distinctive pattern forms from the top to the bottom of the surface.

Sliding the water container 2 feet to the left, you repeat the same procedure to create a second set of patterns. This time, though, some of the new patterns intersect with pattern segments produced during the first event. Water entering these previous channels has a higher probability of following previously established routes, acting as if the water container were still in its initial location.

You perform this experiment two or three more times. After the moisture evaporates, you are left with a two-dimensional

Next Page ►



Phase 3: INTERPRETATION

trace, or representation, of where the water has flowed during the course of the experiment. The pattern of ruts and ridges caused by the water illustrates the incline's "memory" of the water experience. As long as no one resurfaces the incline, these traces retain the potential to influence the general flow of water down the slope, in spite of the passage of time.

Neural flow patterns do not occur in so obvious a two-dimensional fashion in the brain, of course. This illustration simply offers a representation of how past experience influences contemporary experience through adaptive changes in synaptic activity. In structural terms, memories — or, more appropriately, memory traces — are comprised of previously activated neural sequences that have been interrelated by certain synaptic adaptations, not unlike the patterns produced by the water on our imaginary incline.

As integrated sensory input moves out toward the higher cortical regions, the overall pattern produced (which we have equated with "experience") will be influenced by prior neural sequencing. What we are currently perceiving becomes blended with what we have perceived and encoded in the past, creating what NLP refers to as a representation of our PRESENT STATE. Neal Carlson writes:

The particular pattern of activity represents the particular information. In contrast, long-term memories do not appear to be maintained by continuous neural activity. Instead, some stable changes must occur whereby information can be stored away until such time as it is activated. If the neural activity that represents information in short-term memory persists long enough, it causes long-term physical changes in neurons — the



In a mysterious out-of-body experience, Ralph discovers the place where all missing socks go.

ones that are representing the short-term memory, or perhaps other neurons that receive input from them. These long-term changes alter the "circuitry" of the brain and hence change the way it responds to a subsequent presentation of that stimulus, or to related stimuli.

It is during generation of this Present State that the remaining representational components — Visual Internal (V^i); Auditory Internal (A^i); Olfactory Internal (O^i); and Auditory Internal Digital (AID) — are added to the subjective transform, generating the third major revision of the sensory inputs (T3). Aspects of past memories are "re-presented" and incorporated into the full representation of experience as sensory input passes through these adapted neural networks. Again referring to Carlson²:

Ongoing neural activity represents retrieved information (from long-term memory) as well as information that was just perceived. ...Memory is not a simple representation of a stimulus; the perception of an object or an event is guided by long-term memories that already exist. Thus, immediate memory contains new and old information. During the consolidation process, all of this information is stored. The relevance of new information to existing long-term memories determines how and where the information is stored — new memories build on old ones.

Using the equations presented earlier, we may define the constituent properties of each phase as:

Phase	Transform	Representational Components
PERCEPTION	T1	$[V^e] [A^e] [K^e] [O^e] [K^i]$
INTEGRATION	T2	$V^e + A^e + K^e + O^e + K^i$
INTERPRETATION	T3	$V^e + A^e + K^e + O^e + K^i$
	(T31)	$+ V^i + A^i + O^i + AID$

remembering, of course, that each major component involves a certain number of refined submodal distinctions (as previously indicated) on both the external (T2) and internal (T3) levels.

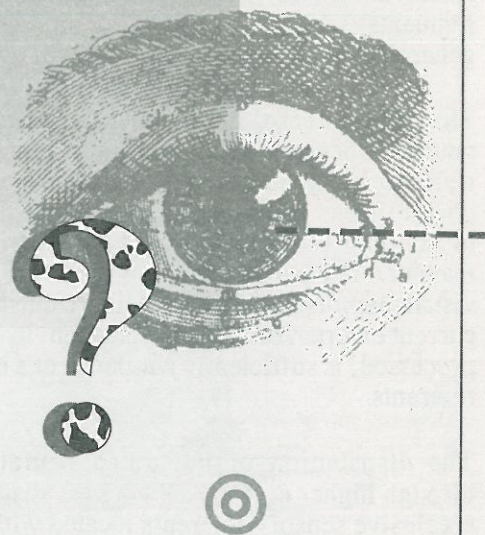
Recalling our assumption about the equivalence between distributed neural activity and experience, we can suggest that the meaning of our momentary experience emerges as a natural consequence of sensory integration and interpretation. MEANING, within the context of this model, refers to the experiential definition we attach to any given psychological moment. This is distinctly different from the SIGNIFICANCE of that moment, which may be identified as the relevance or importance we subjectively associated with a given meaning. The issue of significance will be explored in Phase 4: Comparison.

As an example of the meaning-making process (as it relates to the interpretive phase of neural processing), we need not consciously access the meaning of each word in this sentence, since previously established definitions automatically become part of our experience called "reading." The visual (and, if we subvocalize, auditory) stimuli associated with the words in this sentence are sequentially processed, in-

**Creating a World to Which People Want to Belong:
Pathways to Leadership III**with Robert Dilts
April 12-14**NLP for Health Professionals**with Anne K. Entus
May 16-19 or May 4,5,18,19**Summer Residential Training in Bali**with international group of trainers
Practitioner and Master-practitioner certification programs
August 10-31

For information contact:

3538 Marlowe Ave, Montréal, Québec H4A 3L7 (514) 486-1282



tegrated, and interpreted in a manner which directly accesses experiential definitions we have formally and informally learned over the course of our life.

The functional basis of interpretation, and the essence of its efficiency, if founded on the concept of SENSORY REFERENTS.

SENSORY REFERENTS

At the neurological level, sensory referents (what Kesner called "traces") are stored, submodal segments of previously encoded transforms. Any given memory encompasses inter-related sets of these segments. NLP refers to these referential sets as 4-TUPLES, symbolically expressed as A, K, O.

While sensory referents are usually discussed in terms of generalized modalities, actual referents are most likely consolidated into memory in accordance with the submodal representations described in our presentation on perception. It is also probable that a certain degree of signal integration occurs during storage at this submodal level.

Sensory referents are not randomly accessed. Recalling a particular event, neurologically identified as an associated set of multi-dimensional referents, depends upon two essential factors.

1. Presence of an existent memory trace

First, a memory trace containing specific referents related to that event must exist within the neural infrastructure of

the brain; we cannot recall that which we have not previously experienced. Even the most wildly bizarre fantasy or illusion can be fundamentally dissected into constituent submodal referents generated through the person's actual experience. When recalling a certain event, we necessarily assume (1) that the event has occurred in our past; and (2) that our brain has encoded and stored an adequate representation of our experience during that event.

This naturally raises the question of distinguishing between memories of EVENTS, and memories founded on ILLUSIONS. In terms of neural processing, there is no difference between these categories; the same areas of the brain are involved in both instances. Whatever differences do exist can be traced to the originating source of stimulation. Event memories are initiated by external sources of input, and our recollection of them tends to have an external focus or orientation. Illusion-based memories, on the other hand, are initiated more by internal environmental influences, and our recollection of these memories may seem less complete, or have less "depth."

From a more neurological perspective, memories founded on illusion are composed of only a limited number of multi-modal referents; they lack the richness, fullness, and substance of a complete referential representation. As the number of sensory referents involved in an illusion-based memory approaches the norm of external experiential coding, however, it becomes increasingly difficult for the person to effectively distinguish between what is "real" and what is "fantasy."

Next Page ►

2. Cue-dependent memory

Secondly, memory operates on a cue-dependent system, using current neural transforms (in whole or in part) as **retrieval indices**. Retrieval indices are encoded patterns (or segments) which "re-present" or simulate neural sequences generated during previous perceptual events.

This makes sense, given our current knowledge about the neural processes of the brain. Since sensory input is neurologically distributed to rather specific regions of the cortex, it seems reasonable to suppose that referents related to sensory modalities would be distributed in the same manner. If a particular set of referents is to be accessed (a visual memory, for instance), there must be something in the current external or internal visual environment which, when processed, is sufficiently similar to one or more of the target referents.

The distribution of integrated neural impulses moving through higher cortical networks is shaped and modified by preclusive sensory referents located within those networks. This is not unlike the manner in which water moving across our imaginary incline could be influenced by ruts and ridges created during previous trials. As specific sensory referents are activated by emerging neural signals, they are incorporated into the full representation of that psychological moment. "Meaning" is attached to a given moment through inclusion of past memory segments with otherwise neutral perceptions.

The capacity to interpret our ongoing experience, therefore, is dependent upon gaining access to associated sensory referents. The inclusion of these referents within the neural flow "redirects" that flow toward other referents which might not be otherwise accessed.

Given this understanding, we can abbreviate the complex equation for interpretation as:

MEANING = MOMENT + MEMORY,

where:

:MEANING represents the interpretive composite;

MOMENT represents $V^e + A^e + K^e + K^i + O^e$; and,

MEMORY represents the accessed sequence of sensory referents, identified as $V^i + A^i + O^i + AID$.

To understand the relationship between perception and subjective experience, however, certain implications associated with this nominalized equation need to be made more explicit.

The first implication concerns the manner in which the brain utilizes successive neural transforms. Once a given transform is altered in any manner, **the modified transform becomes the basis for any further operations**. In other words, the instantaneous output of one process step becomes the input for the next step in the sequence. Focusing on transforms generated by each processing phase, the transform labeled T3 (above) emerges as the operative replacement for T2, just as T2 had previously replaced T1. These types of pattern alterations also occur within processing phases, such that T2 at one moment is only similar to T2 at the next moment of processing.

We initiated our discussion of perception by noting that we cannot directly experience our environment; this fact introduced the concept of sensory transforms. Given our definition that **MEANING = MOMENT + MEMORY**, however, we must now add a corollary to that statement: **we cannot have a pure representation of our present sensory perceptions**. To generate a sense of meaning, various referents from our past are systematically added to transforming representations of our present. Thus, while we may describe a given perceptual set as being a representation of our Present State, this state involves a composite of current sensory perceptions combined with past memories, introduced during the processing of those perceptions.

A second implication concerns the functional relationship between retrieval indices and target sensory referents involved in a given memory set. Memory is at its best if learning, storage, and recall all occur when environmental factors are relatively consistent; this seems to be especially true in reference to the person's internal environment (or state). Effective retrieval indices are those which help recreate environmental elements associated with the original event or experience, or the context in which the event arose. For example, what is experienced in a drug-induced state is best remembered when the individual is in that same internal condition. This phenomenon, known as **STATE-DEPENDENT RETENTION**, results from the influences of hormones, enzymes, and other biochemical agents on synaptic activity.

In prolonged or extreme cases, the learning/storage condition may become effectively detached from normative experience, creating what NLP calls **DISSOCIATED STATES**. Under the influence of dissociated states, the skills and knowledge gained in one state may be functionally unavailable in other states. Untreated alcoholics, for instance, may be very gregarious and extroverted when drinking, yet be very introverted and withdrawn when sober. Less dramatic examples of dissociated states would be black-outs, and hysterical amnesia. We will later consider how the NLP technique of anchoring is a suitable method for collapsing dissociated conditions.

Sometimes, of course, a given retrieval index may not provide direct access to a desired target referent. In such instances, the brain initiates a **TRANSDERIVATIONAL SEARCH**. Using referents included within the current

"What if everything is an illusion and nothing exists? In that case, I definitely overpaid for my carpet."

- Woody Allen

transform, the interpretive phase accesses referential elements which only approximate the target. The process continues until either the desired target referent is achieved, or the system reaches its criteria for SPIN-OUT.

"Spin-out" refers to the self-protective mechanism built into the interpretive phase. The interpretive process executes only a certain number of transderivational cycles; the number of attempted cycles can vary from person to person, as well as from situation to situation. Once criteria is achieved, the interpretive phase ceases its search — it "spins out" — without having recalled the target referent. If this mechanism were not present, we could "lock up" in the search, causing a breakdown in our ability to respond and react. Our entire system would shut down until we successfully accessed the desired referent.

For those who are familiar with computer programming, "lock-up" can be compared to an error in programming, where the program gets stuck in an endless loop. For example, the following program would execute an endless loop:

10 POINT "HELLO THERE"

20 GOTO 10

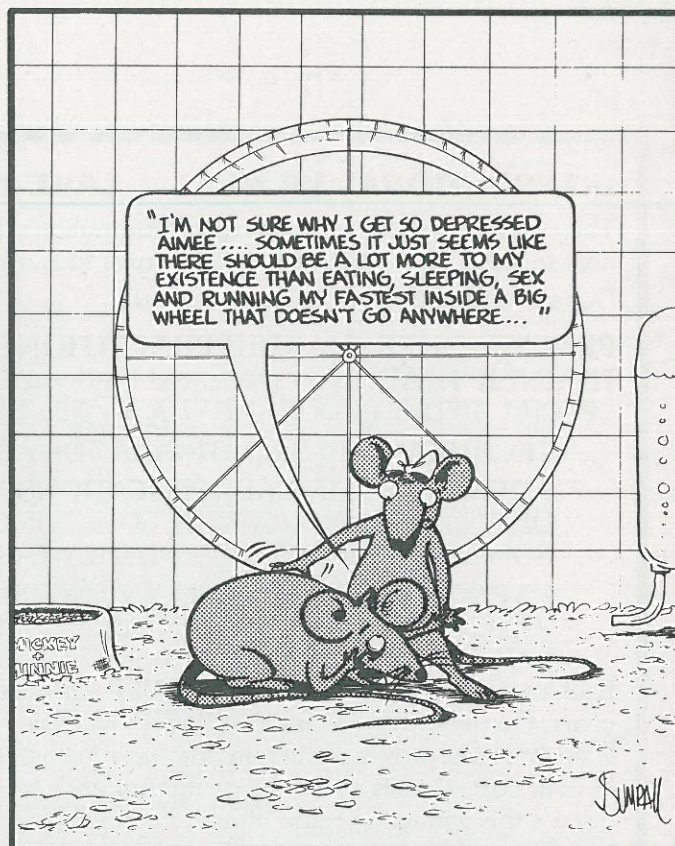
30 PRINT "GOODBYE"

This little program would keep printing out "HELLO THERE" until the power went out, or the programmer executed an external break. It would never get to line 30 on its own, because line 20 sends the execution back to line 10.

Our brain is not equipped with an external break key, and I seriously doubt we would want to die (turn off the power) simply to escape a loop. Our built-in "spin-out" criteria is the brain's solution to this problem, allowing only a certain number of loops to occur before going to line 30. We are thus protected from getting stuck in an endless loop as we search for a desired referent.

Regardless of whether the transderivational search successfully reaches a desired target referent or spins out, each referent accessed is incorporated into the current interpretive transform, thus becoming part of our experience. It is entirely possible, therefore, that the interpretive meaning we attach to any psychological moment may include one or more referents which only approximate our "actual" experience; a certain degree of interpretive error is likely to occur in neural transformation. Research has shown that individuals have a consistent and characteristic mean probability of making errors in the processing of sensory input.³

This is a significant concept, since the interpretation we connect with a given experience is incorporated into our MEMORY of that experience. Once an error is integrated into an emerging transform — in this case, T3 — it is also consolidated into memory as a sensory referent involved with that experience. Interpretive distortions, therefore, can reinforce and perpetuate themselves through the natural course of processing.



Even though we have now traced how an experiential meaning becomes attached to our encoded sensory perceptions, this is not the end of the process. We are very goal-oriented creatures: we are constantly trying to move toward something we want, away from something we are trying to avoid, or some combination thereof. One way to represent this aspect of experience is to define a DESIRED STATE, an internally encoded and stored sequence of neural operations which "contain" our subjective beliefs, values, and expectations. Our next task, therefore, is to develop a neurological model of a Desired State, and to describe how our meaning transform (T3) interacts with that model.

References

1 Carlson, *Physiology of Behavior* (1981), pg. 589.

2 Carlson, pg. 591.

3 Eysenck, Hans J.; Eysenck, Michael. *Mindwatching: Why People Behave the Way They Do*. (Garden City, NY: Anchor Press/Doubleday, 1983), p. 153.

Lyle D. Chubb, M.Div., chairs NANLP's Research Committee, is Director of Creative Growth Unlimited and has organized the National Center for NLP Studies.



INTERNATIONAL VII NLP LAKE TITISEE BLACK FOREST, GERMANY

The charm of this location has lured International NLP to return. You will be nestled in the Black Forest next to Lake Titisee with close departures to Europe's capital cities.

Depart: 6/29/91 Train: 7/1/91 Days Off: 7/6, 7/12, 7/13 Return: 7/21/91

PRACTITIONER - MASTER PRACTITIONER IN MODELING

TRAINER TRAINING (Advanced I, Advanced II, Associate Trainer, Trainer)

SPECIAL 10 DAY PROGRAMS: July 1 - July 10, 1991

TECHNICIAN: BASIC INTRODUCTORY PATTERNS

ADVANCED CLINICAL APPLICATIONS: PRACTITIONER PRE REQUISITE DISCUSSION, APPLICATION, SUPERVISION. TECHNIQUES TO WORK WITH DEPRESSION, SOMATIC ILLNESS, DEPENDENCY, FAMILY DYSFUNCTION APPLICATIONS.

HYPNOSIS: JULY 11 TO JULY 20 NO PRE REQUISITE APPLICATION, UTILIZATION AND SUPERVISION OF ERICKSONIAN HYPNOSIS AND VARIOUS NLP TECHNIQUES.

Each program taught at International NLP has been uniquely designed and redesigned for the past seven years. Our International Training Staff is available to meet the changing criteria necessary to produce the latest and most proven techniques that work in training. Each training program has a training manual included in your cost. Details about the content of each program is available in written form or we will be glad to discuss this with you on the phone. Each program has support staff for exercises, supervision, language translation and cultural sharing. The training will provide the most valuable experience possible in our growing global understanding. Your friendships will be lifetime.

International NLP also shares the statistic that over 50% of its participants return for further training. A few have then advanced to training staff.

BASIC BUSINESS APPLICATIONS: NO NLP PRE REQUISITE. CERTIFICATE PROGRAM OFFERED BY SOUTHERN INSTITUTE OF NLP. FROM JULY 22 TO JULY 26 AFTER THE INTERNATIONAL TRAINING. FOR PROGRAM CONTENT, TRAINERS AND COSTS CALL 800 633-4891 OR 813-596-4891

HOTEL: Each room has Bath, TV, Telephone; Indoor Swimming Pool

FINANCIAL ARRANGEMENTS

\$3995.00 (JULY 1 - JULY 20) INCLUDES:

TRAINING/CERTIFICATION FROM SOCIETY OF NLP AND INTERNATIONAL NLP

AIRFARE FROM ASSIGNED GATEWAY CITIES

ROOM: (DOUBLE OCCUPANCY) SINGLE OCCUPANCY \$500.00 EXTRA

MEALS: BREAKFAST AND DINNER

DEPOSITS: \$500.00 DUE ON OR BEFORE APRIL 15, 1991

\$3495.00 DUE ON OR BEFORE JUNE 1, 1991

\$2995.00 (JULY 1 - JULY 10 or JULY 11 - JULY 20) INCLUDES:

TECHNICIAN OR CLINICAL APPLICATIONS or HYPNOSIS PROGRAMS

TRAINING/CERTIFICATION FROM THE SOCIETY OF NLP AND INTERNATIONAL NLP

AIRFARE FROM ASSIGNED GATEWAY CITIES

ROOM: (DOUBLE OCCUPANCY) SINGLE OCCUPANCY \$250.00 EXTRA

MEALS: BREAKFAST AND DINNER

DEPOSITS: \$500.00 DUE ON OR BEFORE APRIL 15, 1991

\$2495.00 DUE ON OR BEFORE JUNE 1, 1991

For Information: **INTERNATIONAL NLP**, Box 529, Indian Rocks Beach, FL 34635

800-633-4891

813-596-4891

FAX 813-595-0040

Books

Beliefs: Pathways to Health by Dilts, Smith and Hallbom	_____ @	\$12.95	_____ NEW!
Beyond Selling by Reese and Bagley	_____ @	\$19.95	_____
Changing Belief Systems by Dilts	_____ @	\$22.00	_____ NEW!
Change Your Mind and Keep the Change by Andreas'	_____ @	8.50	_____
Classroom Magic by Lloyd	_____ @	14.95	_____ NEW!***
Emotional Hostage by Leslie Cameron Bandler	_____ @	11.95	_____
Fine Tune Your Brain by Laborde	_____ @	13.95	_____ NEW***
Frogs Into Princes by Bandler & Grinder	_____ @	7.50	_____
Get the Results You Want by Kostere & Malatesta	_____ @	13.95	_____
Golf: The Mind Game by MacKenzie & Denlinger	_____ @	8.95	_____ NEW***
Green Light Selling by Aspromonte & Austin	_____ @	14.95	_____ NEW!
Hassle-Free Home Work by Clark & Clark	_____ @	8.95	_____ NEW!
Heart of the Mind by Andreas & Andreas	_____ @	9.50	_____
Insider's Guide to Submodalities by Bandler & MacDonald	_____ @	12.95	_____
Know How by Leslie Cameron Bandler	_____ @	11.95	_____
Magic of NLP Demystified by Lewis & Pucelik	_____ @	9.95	_____
Magic of Rapport by Jerry Richardson	_____ @	12.95	_____
Not Pulling Strings by Joseph O'Connor	_____ @	9.95	_____
Programmers Pocket Summary by Reese and Densky	_____ @	13.00	_____
Reframing by Bandler & Grinder	_____ @	8.50	_____
Righting the Educational Conveyor Belt by Michael Grinder	_____ @	14.95	_____
Solutions by Leslie Cameron-Bandler	_____ @	11.95	_____
The Emprint Method: by Cameron-Bandler, Gordon, and Lebeau	_____ @	11.95	_____
Thinking, Changing, Rearranging by Jill Anderson	_____ @	7.50	_____
Trans-formations by Grinder & Bandler	_____ @	8.50	_____
Using Your Brain for a Change by Richard Bandler	_____ @	7.50	_____
Unlimited Selling Power by Moine & Lloyd	_____ @	12.95	_____ NEW***
Your Balancing Act by Carolyn Taylor	_____ @	12.95	_____

Video Tapes (For VHS-PAL format, add an additional \$25.00 Per Tape Ordered)

Changing Belief's (104 min)	_____ @	85.00	_____
Eliminating Allergies (55 min)	_____ @	50.00	_____
Home Study Guide (109 min. & 160 pg study manual)	_____ @	95.00	_____
Six-Step Reframing (70 min)	_____ @	65.00	_____
Parental Timeline Reimprinting (43 min)	_____ @	50.00	_____
Resolving Grief (57 min)	_____ @	50.00	_____
Resolving Shame (32 min)	_____ @	50.00	_____
Shifting the Importance of Criteria (31 min)	_____ @	50.00	_____
Strategy for Responding to Criticism (40 min)	_____ @	50.00	_____
The "Last Straw" Threshold Pattern (60 min)	_____ @	50.00	_____
The Swish Pattern: Changing Emotions (71 min)	_____ @	65.00	_____
The Fast Phobia/Trauma Method (42 min)	_____ @	50.00	_____

Cassette Tapes

Isle of Pleasure: Path to Sexual Fulfillment (6-Tape Set)	_____ @	89.95	_____ NEW***
(HETRO orientation. will be shipped unless you otherwise specify Lesbian)			

Sub total (Colorado Residents please add 4.2% sales tax)

LESS 10% DISCOUNT (SUBSCRIBERS ONLY!!!)

ADD POSTAGE AND HANDLING:

USA	\$3.00 For First Item plus \$1.00 for each additional item	_____
CANADA	\$4.00 For First Item plus \$1.50 for each additional item	_____
OTHER COUNTRIES	\$8.00 For Each item	_____

TOTAL ENCLOSED

Subscriber ID Number (on mailing label): _____ Payment by _____ CK _____ MO _____ VISA/MasterCard

Name: _____ VISA/MC No. _____

Address: _____ Expiration Date _____ (Must be included)

City: _____ State _____ Zip _____ Phone: _____

*** All orders must be paid in advance in U.S. Currency and paid with a designated charge card, postal money order, or with funds drawn against a U.S. bank. There will be no exceptions. Products paid for via personal checks will be shipped when check clears.

MAIL TO: ANCHOR POINT PRODUCTS, P.O. Box 26790, Lakewood, CO 80226 USA
FOR CREDIT CARD ORDERS ONLY: CALL (303) 985-3522 24 HOURS A DAY

OR FAXfill out this page (neatly) and FAX YOUR ORDER (303) 969-9177

Avanta Network

2 New Programs and a Conference

The Virginia Satir Summer International Training Institute Mt. Crested Butte, Colorado, USA

**The Satir System - Making Change
Happen in Ourselves and Others**
June 9 - 28, 1991

This program, for all human system professionals (*teachers, therapists, coaches, lawyers, managers, consultants, health care providers, religious, etc*), reflects the Satir model's applicability to change, growth, learning and healing.

Family Therapy

June 30 - July 19, 1991

Designed for experienced family therapists, this program will teach the Satir philosophy and processes of family therapy. Program emphasis will be on coaching practitioners in the development of their unique adaptation of the Satir System.

Through The Family & Beyond: Full Esteem Ahead

A Conference in Honor of VIRGINIA SATIR'S 75th Birthday

August 8 - 11, 1991

Santa Clara, California

Presenters tentatively confirmed include: Steve Andreas, Michelle Baldwin, John Banmen, Yetta Bernhard, Nathaniel Branden, Bunny Duhl, Gail Dusa, Paula Englander-Golden, LeRoy Foster, Jane Gerber, William Glasser, Maria Gomori, Steven Halpern, Merrill Harmin, Al Huang, Larry LeShan, Jock McKeen, Emmett Miller, Marilyn Murray, Bill and Anne Nerin, Maureen O'Hara, Karl Pribram, Robert Reasoner, Ilana Rubinfeld, Bernie Siegel, Thomas Szasz, John Vasconcellos, Charles Whitfield, Joan Winter and Bennett Wong.

Virginia Satir developed unique strategies to improve family and professional communications and relationships. She shared her insights with people throughout the world through her workshops, training events and books.

Avanta Network, founded by Virginia in 1977, is composed of members who continue to teach her methods and are dedicated to helping people become more fully human.



Virginia Satir
1916 - 1988

For more information, contact

**Avanta Network, 139 Forest Avenue, Palo Alto, CA 94301
415 • 327 • 1424**

Open for Business:

NLP and Empowerment: Are Companies Ready? Are We?

By Lucy D. Freedman

Corporate cultures are changing. The list of reasons is well-known, from global competition to a workforce that demands meaning and participation at work. Initiatives bearing the labels of Quality, Customer Satisfaction, Participative Management, Continuous Improvement, and so on are occupying top management attention along with the perpetual pressures of quarter-by-quarter financial performance.

As companies engage with these programs, the same theme comes up everywhere: empowerment. What they mean by empowerment and whether they are ready for it are questions that will absorb many internal and external consultants and managers everywhere for some time to come. NLP-trained consultants who can shift with this paradigm can offer timely aid; those who think NLP has the answers will miss what the shift is about.

At first, it seems as if the dream of many NLP and human potential consultants is coming true. We have been working to produce such changes for years, and we welcome the broad support now coming from business and industry. Not only does it increase the audience for NLP training, there is also an opportunity to expand into facilitating changes all across organizations.

This transition is not a simple matter. For each successful corporate turnaround, there will be many failed experiments that spend a lot of time and money but don't empower anyone. I wonder how long the word empowerment will last before it becomes passe. I would enjoy seeing it outlive the

jaded, insincere, or naive efforts which will be labeled as "empowering."

Companies like GE, Honeywell, Ford, Levi Strauss, AT&T and a host of others are grappling with empowerment - how can someone in a huge organization with many levels of management and bureaucracy begin to feel empowered, motivated, and willing to care about the customer? How can managers shift from being decision-makers to being facilitators and coaches? How far can empowerment go in an economy where even fairly conscious corporations, such as Digital Equipment, are laying off employees?

Every corporation which has moved either willingly or with great resistance into this culture change process is discovering that the concept of employee empowerment questions most of their operating presuppositions. Our economy has gone from 1/3 services and information vs. 2/3 manufacturing to the other way around, so the role of people in the economy is unmistakably paramount. Even skeptical managers are beginning to look at ways to unlock human potential. Turns out that you can't do that without giving people significantly more control over decisions at lower levels of the organization. And you can't do that without giving them access to more information, more training, and the opportunity to manage their own workteams. The jury is out on how far empowerment can go without involving actual ownership or at least profit-sharing. And how ready are corporations - not to mention the society at large - to give ownership to the workers? These issues will be at the breakdown of many well-intended programs.

For NLP consultants to avoid being window dressing for an ineffective empowerment program, we need to be

realistic. No one has the right method for implementing a corporate culture of empowerment, just as Mikhail Gorbachev couldn't suddenly convert his government to a democracy without confronting many hurdles along the way. What we can do is to be process consultants, learning along with our clients, and learning how to work together in new ways.

The cultural transition is not just a matter of teaching skills or modeling successful performers. It is in fact a paradigm shift that has implications at many personal and organizational levels. Empowerment means changes in organizational structures, boundaries, reward / recognition systems, workflow, and customer relationships. It means that different skills will be valued in managers; those of facilitation and coordination rather than control. It means seeing each person's contribution as part of a team effort. It means that information must flow differently than before. This is bigger than a transfer of skills - it is a re-design of the entire enterprise, from the boardroom to the beliefs and actions of every worker.

Training programs that were pioneered by NLPers a few years ago have anticipated this trend. "Empowering Leadership" by Judy Springer and Rita Cashman (widely used by AT&T) is a good example of a program organizationally appropriate enough to continue in the organization with second- and third-generations of trainers teaching it.

Such programs introduce and demonstrate the presuppositions that are common to NLP and empowered organizations. In some cases, these training programs helped build awareness of the need to go farther. Since training doesn't make the changes itself, organizations and consultants find

**"Those who cater to human vanity
seldom starve."**

- Will Durant

themselves embarked on the subtle, time-consuming, and essential work known as organizational development - more often now, organizational transformation is the terminology.

Whether a desire to work toward an empowering organization comes about as a result of a training effort or other factors, you can prepare yourself and your client by anticipating three issues which are likely to turn up as pitfalls. These issues emerge from the differences between the existing paradigms for business and the envisioned new paradigm in which empowerment, leadership, and teamwork hold sway.

The Three Pitfalls

1. Empowerment

First, how does one person or group "empower" another? Is this an oxymoron? In December 90's Training Magazine, an article on empowerment quotes Rutgers Professor Cary Cherniss who says, "It's sort of a contradiction. You can't 'give' power

to someone else. If you're giving them the power, it implies that you have it and they don't - and if you can give it, you can take it away. That relationship is... characterized by an imbalance in power." Employees who are being offered "empowerment" may rightly question the sincerity of management.

2. Letting go...

Is management ready to relinquish the control aspects of power? When they see the advantage of high-performing work teams outproducing traditional teams, they want the goodies that empowerment seems to bestow. But do they recognize, and will they welcome, the job of facilitator and supporter, rather than decision-maker? Is there a new "leader" who congruently demonstrates empowerment? This person can't be a traditional manager who just changes vocabulary.

Helping managers through this challenge is one of the roles for NLPers. I am continually amazed at the number of top managers who have much less skill than I expected at setting outcomes, building relationships, and just

recognizing process issues in general. There's lots of room for growth.

Although NLPers can help managers recognize the impact of their behavior, the real learning about relinquishing power will come from trial and error - and from the extinction of those dinosaurs that simply do not grasp the reality that power they claim was not really theirs in the first place, and that their ability to produce results will decline rapidly.

It is important that the NLP consultant avoid the pretense that through NLP skills or any other mechanism, the manager can build an empowered team without actually allowing others to have control and make decisions.

3. Group Skills

Can most of the individuals in the workplace function effectively in groups? Do they have the skills to listen, coordinate, reach consensus, improve quality, and all the other things that are delegated to the work team in an empowered organization? Do the communication and reward sys-

DANCES WITH RIVERS

Multiply the power of NLP, the River and the Full Moon of May for:

- Exploring the canyonlands of your Self
- Returning to your ancient power-full Center
- Learning NLP business and personal rapport skills essential to these times
- Singing river songs, chanting and breathwork
- Quiet time for personal questing
- NLP strategies for team building in business and personal relationships

Glide through the remote and rugged Labyrinth Canyon in southern Utah exploring an area accessible only by river. Red and golden sandstone cliffs flow up to the sky to allow you to leave behind the limitations and the pressures of society and job. NLP processes combine with the wilderness to transform past pain and difficulties into new strengths and understandings.

You will be guided by:

Jayne Brown: BSN, Director of the NLP Training Institute of Los Angeles has been running seminars for ten years with experience in breathwork, guided imagery and ceremony.

Jock de Swart: MArc, Expert outdoorsman, visionary, architect, deep ecologist who has studied for thirty years with Native Americans and lead expeditions into the realms of personal growth.

Dates: May 26th to June 1st, 1991

Cost: \$1100. Deposit: \$200.

**THE NLP
TRAINING INSTITUTE
OF LOS ANGELES**

P.O. Box 2244 Malibu, CA 90265

To reserve your space:
Call Today! (213) 457-6006

tems of companies support teamwork? We don't yet know how to manage large organizations where distributed small groups make the operating decisions. Infrastructures will evolve dramatically, requiring massive amounts of learning.

How these three kinds of issues are handled - understanding what power is and who has it, managers learning how to let go, and teams growing in their ability to perform - will make the difference between a charade and a deeper change than we have yet conceived.

Even in the most "advanced" settings, we don't really know what empowerment looks like, because we have so few examples, and they are of short duration. The radical notions about "power to the people" of the 60's and 70's bear some relation to what's happening now, but what a surprise to aging idealists that this initiative is actually occurring in business. It's a complex melding of political idealism, business sense, new age thinking, and necessary evolution to something new. When I recently heard a conference participant announce that she worked in an "empowered organization" I was taken aback. Yes, we may have declared the intention, but we have certainly not arrived. And when we do, it won't be an isolated instance or because of a single solution. Until a lot of us have learned to live and work in new ways, none of us will genuinely be empowered, nor will our companies.

Where corporations - and consultants - rush into empowerment programs without addressing these issues they will be swept away along with all the other "lip service" programs of the last few decades. Rick Ketterer, a manager of executive development at Unisys in Blue Bell, Pennsylvania, echoed this concern in the Training Magazine article, "You can actually have it backfire. Don't preach the new 'system' in the classroom if management isn't going to support it on the job."

Going beyond that, don't be misled into believing that your client's management is on top of these issues. No one is. One suggestion is to avoid calling it

an empowerment program at all. "That's probably wise," comments one Silicon Valley Human Resources manager. "The term will be dead in a year or two - what matters is that employees really become partners with the other people around them, with their organizations, to allow us to learn to work together and be together without destroying the planet. Everybody is beginning to realize that employers have to change more than just being benevolent."

On the other side of the coin, none of us will be untouched by this so-called movement. It appeals to everyone's needs to be more fully human and to produce excellence in their work. It will work for business - after a period of hype, chaos, and learning, the landscape of organizations will be quite different.

The NLP'er who recognizes the significance, scope, and depth of what empowerment is about will be a major contributor to the next paradigm, and our ability to live harmoniously and productively within it. Let's work as an "empowered team" to make that happen!

Lucy D. Freedman is president of Syntax Communication Modeling Corporation. She trains managers, technical professionals, sales people, and trainers in communication, coaching, and consulting skills. Lucy is on the Board of NA/NLP and is a past director of the ASTD (American Society for Training and Development) Neurolinguistics Network. Syntax offers a Trainer Institute twice a year. Address: Syntax, PO Box 2296. Los Gatos, CA 95031. Phone: (408) 395-0952.



ATTENTION!! New Advertising Rates & Schedule

Effective November 27, 1990

Advertising in Anchor Point is an effective and inexpensive way to reach the NLP community. Anchor Point is published monthly, so your ads will be timely! **Deadline for submission is the 10th of the month for publication in the following month's issue.**

All ads must be camera ready and fit within the following dimensions (prices below are for a 1 month run):

- ☐ **Full Page** **\$160.00**
(9 1/2" height x 7 1/2" wide)
- ☐ **2/3 Page** **\$120.00**
(9 1/2" height x 4 3/4" wide)
- ☐ **1/2 Page** **\$90.00**
(4 1/2" height x 7 1/2" wide)
- ☐ **1/3 Page** **\$70.00**
(9 1/2" height x 2 1/2" wide)
- ☐ **1/4 Page** **\$60.00**
(4 1/2" height x 4 3/4" wide)

Mail your payment (U.S. funds only) and camera-ready ad to:

Anchor Point - Advertising Editor
For postal delivery:
P.O. Box 26790
Lakewood, CO 80226 USA

For UPS, Federal Express etc. delivery:

10907 W. Arkansas Ave.
Lakewood, CO 80232 USA

For further information or assistance call Diane Phillips, Production Director, at (303) 985-3522.

Payment (U.S. funds only) must accompany your camera-ready advertising. Please submit your advertising as early as possible, advertising space is limited.

NLP

**NLP
Comprehensive,
continuing to
stride ahead with
products and
trainings to shape
your future.**

**New
Products!**

NLP

**The New
Technology of
Achievement**

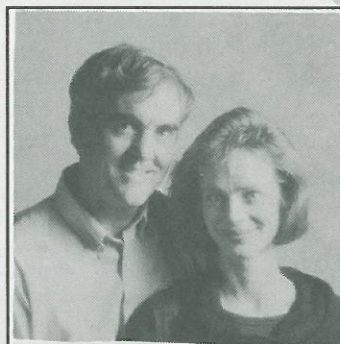
From Nightingale-Conant Featuring NLP Comprehensive Trainers

A transformational six audio tape set developed with and produced by Nightingale-Conant, a world leader in motivation and self-development products.

This carefully designed set takes you from beginning NLP through some advanced skills usually reserved for Master Practitioners. You'll learn the key NLP concepts of Representational Systems, Submodalities, Perceptual Positions, Meta-Programs, Strategies, Criteria and Timelines. You'll be taught famous NLP techniques including: New Behavior Generator, Meta-Outcomes and Meta-Criteria, Compelling Futures, Timeline Goal Realization, Mirroring, Pacing and Leading, Criteria Utilization, Fast Phobia/Trauma Method, A Strategy for Responding to Criticism, Reframing, Seeing Yourself Through the Eyes of Someone Who Loves You, Swish Pattern, Bandler's Decision Destroyer, and Timeline Transformation. Step into the technology of achievement now. (6 audiotapes, \$49.95).

The Forgiveness Pattern with Steve Andreas, M.A.

This new pattern, developed by Connirae and Steve Andreas and participants in the Spring 1990 Advanced Andreas Intensive Seminar. Many religious/philosophical traditions emphasize the importance of laying down the burden of anger and resentment, and reaching a state of forgiveness. Steve discusses and demonstrates this new pattern, recorded in a live presentation at the Rocky Mountain NLP Conference in September 1990. Although some comments from the group and the demonstration subject are faint, this is a clear step-by-step presentation of this powerful new pattern. Includes follow-up interview with the demonstration subject, and a written outline of the pattern. (145 min., 2 audiotapes, \$19.95).



Eliminating Compulsions with Steve Andreas, M.A.

Eliminating a compulsive response is often an essential first step that clears the way for creating empowering choices. The "Compulsion Blowout" is a submodalities threshold pattern developed by Richard Bandler in 1984. The two demonstrations in this videotape were recorded at the 1990 Summer Residential Master Practitioner Training. (38 min. videotape, U.S. Standard \$50; PAL/SECAM \$75) 1.0 lbs.

Aligning Perceptual Positions with Connirae Andreas, Ph.D.

A simple and direct path to reaching greater inner alignment. Experience this new discovery in NLP and how it can assist us in gaining personal congruence, and a solid sense of self. After the clear description, you will be treated to an artful demonstration that includes a liberal sprinkling of language patterns to fully honor the client throughout the process. (82 min. videotape, U.S. Standard \$75; PAL/SECAM \$100) 1.0 lbs.

Call to order & for your complete guide to NLP books, audiotapes, videotapes & seminars. **Shipping & handling:** UPS in U.S. \$2.50 for the first item & \$1.00 for each item thereafter. Foreign & special delivery: Call for prices.

1-800-233-1657



NLP Comprehensive

2897 Valmont Road • Boulder, CO 80301

PSYCHO-NEUROLOGICAL ANCHORING™

By David J. Orman and Deena Margetis

In the past few years, many professions such as the medical, psychological and other healing arts, have begun stressing a holistic approach to treatment(s). Western practitioners have traditionally adhered to the notion of Cartesian Dualism which states that the mind and the body are separate entities or spheres of knowledge. Eastern philosophies and practice, which see the mind and body as unified, had and continue to have significant impact upon these traditional arts and sciences.

Eastern philosophies hold that every object of phenomenon in the universe consists of two opposite aspects (yin and yang) which are at once in conflict and in interdependence. "All is in unity, opposition, interdependence, inter-consumed supported and interforming relations" (from Essentials of Chinese Acupuncture, 1980). In summary, one cannot separate the mind and body (and spirit). An analogy is the fact that day could not occur without night.

With the above notions in mind, the anchors have combined hypnotic associational cues or anchoring with traditional Chinese acupressure. This new technique, called Psycho-Neurological Anchoring, is useful for practitioners of NLP as well as those who employ hypnosis, imagery, reflexology, or acupressure.

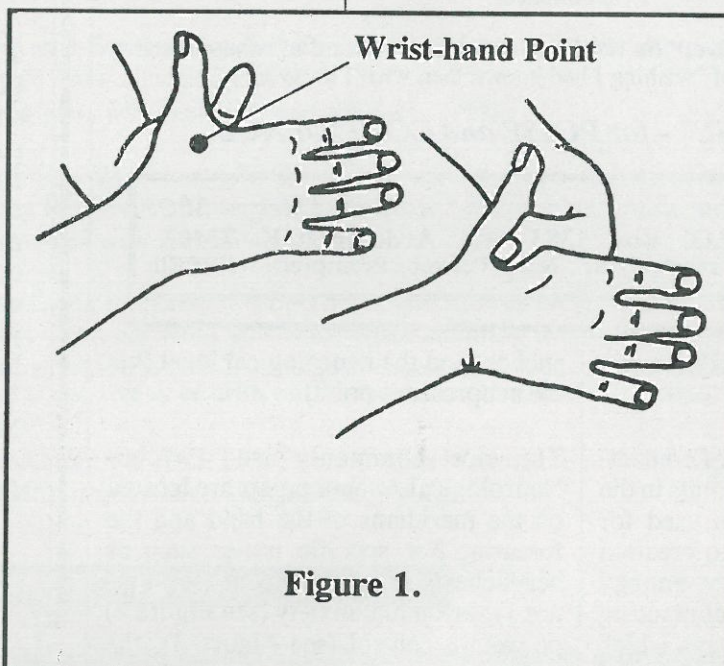


Figure 1.

To review, anchoring is the establishment of a deliberate association between a stimulus and a specific experience. Once the association has taken place, the experience can be elicited with the use of the stimulus. For example, a patient can be asked to recall a time when they felt "X" (i.e., happy, confident, focused, etc.) At a point when the feeling is at its peak, a touch to the hand by the therapist (or patient) occurs. Everytime that spot is touched the feeling is recalled and experienced.

Figure 2.

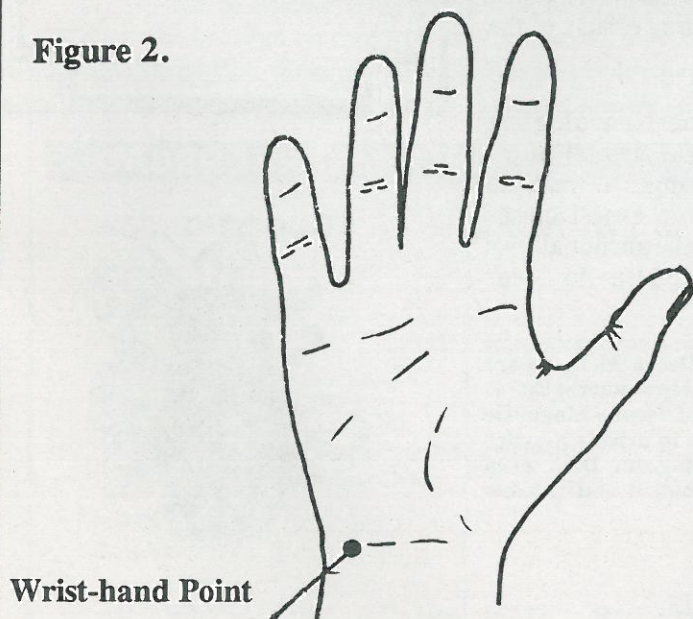
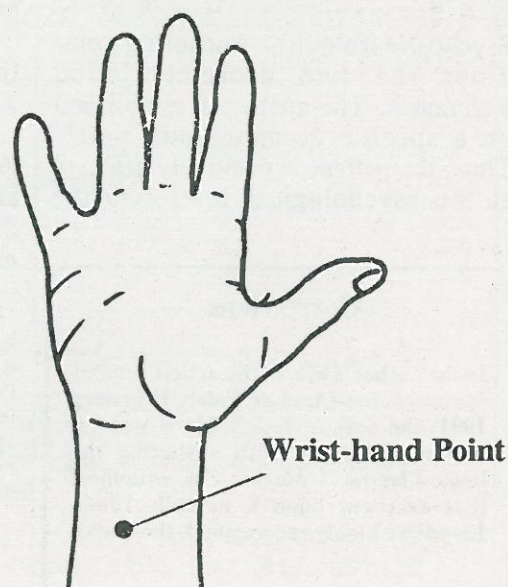


Figure 3.



Be
WORD WISE

A "HOW-TO" HANDBOOK FOR
UNDERSTANDING
INFLUENCING
MOTIVATING
YOURSELF
& OTHERS

by Robert McCrory

for everybody - using the principles of
Neuro - Linguistic Programming

"Be WORD WISE" addresses the question "What do I need to learn to use NLP in my every day life?" General purpose NLP rather than therapeutic, "Be WORD WISE" offers the most readily applicable NLP reference and learning material now in print in a single publication. It explores Rapport, Verbal Patterns, Meta Model, Meta Programs and Outcome Elicitation.

Organized and indexed for quick reference, with discussion and examples, "Be WORD WISE" emphasizes those skills that you can practice and polish for use in person, on the phone and in writing. Intended for the NLP community, a secondary outcome of "Be WORD WISE" is to attract and induce the NLP naive to enroll for formal NLP training. Accordingly, the NLP vocabulary is explained and cross referenced to pace the uninitiated.

**Have an effective
NLP Technique to
Share?
Haven't you been
meaning to get
your
ideas
published?**

Anchor Point now pays cash -\$\$\$\$- money for articles that are chosen for publication within the hallowed pages of this humble newsjournal. Now, not only will your thoughts appear before other professionals in 36+ countries, you could also put a deposit on that shiny new yacht you've had your eye on or at least buy lunch!

Might we suggest you send for *Anchor Point's* new Guidelines for Authors? Write to:

Anchor Point
Attn: Author Guidelines
P.O. Box 26790
Lakewood, CO 80226 USA

By a retired corporate executive, "Be WORD WISE" is the reward of wisdom and the concentrated experience of "wishing I had known then what I know now."

"Be WORD WISE" - for POISE and CONFIDENCE

Only \$6.95 Postpaid

R.H. McCrory

P.O. Box 1383

Cash, Check or M.O.

Ardmore, OK 73402

Mention this ad and receive our NLP Pocket Prompter -- FREE!!

This is based upon simple Pavlovian conditioning principles.

Accupressure is a method of contacting the electrical centers or points in the body. It is a proven system used for centuries by the Orientals to create a smooth flow of vibratory energy throughout the body by contacting various points on the pathways which relate to particular organs, glands and systems.

Psycho-Neurological Anchoring combines the two aforementioned techniques. The anchor is established on a specific accupressure point. Thus, the patient is positively affected at the psychological level (via the

anchor) and the neurological level (via the accupressure point).

The most commonly used Psycho-Neurological Anchor points are located on the meridians of the hand and the forearm. For specific issues such as headaches/pain management (see Figure 1), insomnia/anxiety (see Figure 2) or weight control (see Figure 3), the patient gains easy, immediate access to the powerful, stimulating effects of the technique.

In summary, Psycho-Neurological Anchoring is a holistic method of affecting kinesthetic changes at multiple levels. The accupressure aspect closes an energy leak, while the anchor allows desired emotional responses to occur most readily.

David J. Orman and Deena Margetis are both Certified Clinical Hypnotherapists as well as Practitioners of Neuro-Linguistic Programming. They are in private practice in the Greater Washington, D.C. area specializing in habit control and psycho-neuroimmunology.



Corrections

In the author's bio, of the article *Sensory Metacognition* (Anchor Point, February 1991) the author Judith Lloyd was erroneously credited with authoring the book *Classroom Magic*. The author of that excellent book is actually Linda Lloyd (we highly recommend, the book).



**Maybe you can't come to the trainings,
but you can bring the trainings to you with....**

FuturePace^{INC}

*making a difference
... into the future*

FUTUREPACE SEMINAR AUDIO TAPES

- ☐ **NEW! EMOTIONAL CHOICE** with Metha Singleton: Adapted from Leslie Cameron-Bandler's Emotional Hostage, this seminar teaches you how to USE your emotions. Twelve hours of audiotapes complete with materials package for . . . \$85.
- ☐ **RELATIONSHIPS** with Metha Singleton: Learn how to have what everyone wants and few attain - quality, fulfilling relationships. It truly is only a matter of HOW. Twelve hours of audiotapes complete with materials package for . . . \$75.
- ☐ **SELF ESTEEM** with Leslie Cameron-Bandler: Break self-defeating beliefs about yourself. YOU are your greatest resource. Take advantage of it! Ten hours of audiotapes complete with materials package for . . . \$75.
- ☐ **EMPOWERMENT** with Leslie Cameron-Bandler: Successful living is the result of effective behaviors. Effective behaviors are the result of internal "know how." Become naturally successful. Ten hours of audiotapes complete with materials package for . . . \$75.
- ☐ **NEGOTIATIONS** with Michael Lebeau: Effective negotiation is NOT achieved by taking advantage of another person. You can get what you want while building long-term, satisfying relationships. Eighteen hours of audiotapes complete with a package of concepts, definitions and exercises from the FuturePace Workshop that lasted five days; with results that last a lifetime for . . . \$200.
- ☐ **STORIES THAT CHANGE PEOPLE** with David Gordon: Learn the art of designing and telling metaphors in an elegant, unobtrusive and powerful way. Fourteen hours of audiotapes for . . . \$175.

NEW! FUTUREPACE VIDEO

- ☐ **IMPERATIVE SELF ANALYSIS - ELICITATION** by Metha Singleton with introduction by Leslie Cameron-Bandler : For those interested in learning more about this exceptional new model, this video offers an opportunity to observe, step by step, as Metha elegantly and gently guides Jan through a process that will change her life experiences. 100-minute video complete with annotated transcript for . . . \$195.

ORDER INFORMATION

10% DISCOUNT on orders of two or more tape packages!!!!

Name _____
Address _____
City/State/Zip _____
Phone _____

____ Check Enclosed ____ Charge my Credit Card
____ MasterCard ____ Visa Exp. Date _____
Number _____
Signature _____

Subtotal _____
Shipping _____
Sales Tax (CA only, 6.25) _____
TOTAL _____

Shipping & Handling: US: Add \$2.50 for first item, \$1 for each additional item. FOREIGN: Add \$4.00 for first item and \$2.50 for each additional item.

FUTUREPACE, Inc. P.O. Box 151173 . San Rafael . CA . 94915 . 415.485.1200 FAX: 415.456.1132

Coming Events

ADVANCED BEHAVIORAL MODELING, INC.

801 South 20th Street - Arlington, VA 22202 (703) 979-3835 or (703) 239-8581

Apr. 6-21 Modeling/Master Practitioner Training

ADVANCED COMMUNICATION TRAINING, INC.

31 Washington Square West Penthouse B - New York, NY 10011 (212) 529-9227 or (201) 509-9599

Mar. 2 1-day NLP Supervision Training

Mar. 3 1-day NLP Intro

Mar. 23 1-day NLP Supervision

ASSOCIATE TRAINERS

567 Split Rock Road - Syosset, NY 11791 (516) 922-2926

Mar. 21-24 Innovations in NLP (Chicago, IL)

Apr. 18-21 Innovations in NLP (New Orleans, LA)

Apr. 25-28 Innovations in NLP (New York, NY)

AVANTA NETWORK

139 Forest Avenue - Palo Alto, CA 94301 (415) 327-1424

June 9-28 The Satir System-
Making Change Happen in Ourselves and Others

June 30-19 Family Therapy

Aug. 8-11 Through The Family and Beyond Conference

BRAIN GENERATION

Dept. du Chemin International asbl, chee' de Waterloo 1511 dte 11 - 1180 Brussels, Belgium Phone: 011 322-374-78-64

Apr. 19 PhotoReading Begins (Aixen Provence, France)

CENTRE QUEBECOIS DE PROGRAMMATION NEURO LINGUISTIQUE

3826 Saint-Hubert - Montreal, Quebec H2L 4A5 CANADA (514) 281-7553

Mar. 8-10 Basic NLP, I

Mar. 15-17 Time Line Therapy

Apr. 5-7 Basic NLP, II

Apr. 12-14 Practitioner V

Apr. 19-21 Practitioner I

May 3-5 Basic NLP, I

May 10-12 Practitioner VI

May 17-19 Practitioner II

May 24-26 John Grinder (New Codes)

June 1-3 Basic NLP, II

June 14-15 Practitioner VII (testing)

June 21-23 Practitioner III

CHANGEWORKS

245 King William St. - Hamilton, ON L8R 1B1 CANADA (416) 521-8699

Mar. 8-10 Eric Robbie - Beyond Words

DYNAMIC LEARNING CENTER

P.O. Box 1112 - Ben Lomond, CA 95005 (408) 336-3457

Mar. 13-17 Systemic NLP - Unified Field

June 24 Practitioner Certification Begins

FUTUREPACE, INC.

P.O. Box 1173 - San Rafael, CA 94915 (415) 485-1200

Mar. 1-3 Self-Esteem: The Personal Strength That Supports You

GEORGIAN BAY NLP CENTRE

Box 1210 - Meaford, ON N0H 1Y0 CANADA (519) 538-1194

Apr. 13-14 Couple-Links (Toronto, ON)

May 16-17 Language and Behavior Profile (Owen Sound, ON)

HAWORTH COLLEGE OF BUSINESS

Dept. of Business Information System/Dr. Bernadine P. Branchaw (616) 387-5401

Mar. 17-19 Genie Z. Laborde/Visiting Scholar

INTERNATIONAL NLP VII

Box 529 - Indian Rocks Beach, FL 34635 (813) 596-4891 or (800) 633-4891 or (813) 595-0040 FAX

Training in Lake Titisee, Black Forest, Germany

July 1-10 Practitioner/Master Practitioner/Trainer Training

July 11-20 Hypnosis Training Begins

July 11-20 Technician or Clinical Applications Training

July 22-26 Basic Business Applications

LEAD CONSULTANTS, INC.

P.O. Box 664 - Reynoldsburg, OH 43068 (614) 864-0156

Apr. 8-11 Level One Training/Basic Skills, Meta Model

June 11-14 Level 1 Training/Basic Skills, Meta Model

June 17-20 Level 2 Training/Fund Tech. & Interventions

June 19-22 Level 3/Metaphor, Milton Model

June 25-28 Level 4/Adv. Skills & Structures

THE LEARNER'S EDGE, INC.

12830 Hillcrest Rd., Ste 111, Dallas, TX 75230 (214) 401-2906 or (800) 234-4853 or 725 Twin Brooks Court, Marietta, GA 30067

Atlanta, GA

Mar. 16-17 Practitioner Training Begins

Mar. 16-17 Master Practitioner Training Begins

June 15-16 Metaphors with Frances Wiggins

June 24-28 Techniques in Education

LEARNING STRATEGIES CORPORATION

900 East Wayzata Blvd., Wayzata, MN 55391 (612) 475-2250

Apr. 5 PhotoReading Inst. Training Begins

Aug. 9 PhotoReading Inst. Training Begins

LIFE MANAGEMENT INTERNATIONAL

P.O. Box 332 - 3800 Interlaken, Switzerland (800) 365-0442 or FAX (808) 883-8977

Mar. 17-29 Practitioner Certification

Mar. 19-31 Master Practitioner Certification

METAFORMATION, INC.

3538 Marlowe Ave. - Montreal, PQ H4A 3L7 CANADA (514) 486-1282

Mar. 8-10 NLP Practitioner Stage 2, (Montreal)

Mar. 22-24 NLP Practitioner Stage 2, (Quebec)

Apr. 12-14 Pathways to Leadership III with Robert Dilts

May 4 NLP for Health Practitioners begins

May 10-12 NLP Practitioner Stage 3, (Montreal)

May 16-19 NLP for Health Professionals begins

May 24-26 NLP Practitioner Stage 3, (Quebec)

June 7-9 NLP Practitioner Integration & Testing (Montreal)

June 14-16 NLP Practitioner Integration & Testing (Quebec)

METAMORPHOSIS: AN NLP TRAINING CENTER

2302 North Avenue, Ste. 3 - Grand Junction, CO 81501 (303) 245-3234 or (303) 241-7441

Mar. 12 Basic Hypnosis Training: The Milton Model

MIDWEST INSTITUTE OF NLP

702 West Colfax - South Bend, IN 46601 (219) 232-1405

Mar. 11 PhotoReading Begins (Winston-Salem, NC)

Coming Events

NEW YORK TRAINING INSTITUTE FOR NLP

155 Prince Street - New York, NY 10012 (212) 473-2852

- Mar. 9-10 The Mind Games in Athletics
- Mar. 16-17 Intro. To Ericksonian Hypnosis
- Apr. 20-21 Changing Metaphors

NLP COMPREHENSIVE

2897 Valmont Rd. - Boulder, CO 80301 (303) 442-1102

- June 8 Practitioner Residential Begins
- June 11 Master Practitioner Residential Begins

THE NLP CONNECTION/NLP PROFICIENCY ASSOCIATES

P.O. Box 7818 - Santa Cruz, CA 95061 (408) 425-3614

NLP of Southern California

4387 York Blvd. - Los Angeles, CA 90041 (213) 254-3841

- Apr. 20 Master Practitioner Certification Begins
- May 17 Free NLP Introductory

The NLP Connection

3823 St. Charles Ave.-New Orleans, LA 70115 (504) 891-1212

- May 17-19 Master Practitioner Training Begins

NLP OF OHIO

7630 Aquaford Place - Columbus, OH 43235 (614) 793-9657

- Mar. 22-24 Dynamic Presentation Skills (Smith & Hallbom)

NLP PRODUCTS AND PROMOTIONS

13223 Black Mountain Rd., #1-429 - San Diego, CA 92129
(619) 538-6216

- Apr. 26-28 Intro to Human Design
- May 17-20 Power Skills for Public Speaking

NLP RESOURCE CENTER/FAMILY THERAPY INST. OF ALEXANDRIA

220 So. Washington St - Alexandria, VA 22314 (703) 549-6000

- Mar. 17-18 The Identity Process (Steve Andreas)
- March Master Practitioner Training Begins

NLP TRAINING INST. OF LOS ANGELES

P.O. Box 2244 - Malibu, CA 90265 (213) 457-6006

- May 26-June 1 Dances With Rivers

ONE MIND

818 North Nottawa - Sturgis, MI 49091 (616) 651-9917

- Mar. 14 PhotoReading Begins (Denver, CO)

PACE PERSONAL DEVELOPMENT

86 South Hill Park - London NW3 2SN England 01-794 0960

- Mar. 9-10 Peak District Skills Certification
- Mar. 12 Open Evening
- Mar. 22 Free Introductory Evening
- Mar. 23-24 What's Stopping You?
- Apr. 3-4 Exploring Corporate Culture Change in Companies (Charlotte Bretto)
- Apr. 13-14 The Art of Self-Empowerment
- Apr. 16 Free Introductory Evening
- Apr. 20-21 Cooperating with the Unconscious Mind, II
- May 14 Free Introductory Evening
- May 17 Spring NLP Foundation Skills: Certification
- May 25-26 The Subtle Art of Presupposition
- May 25 Summer NLP Foundation Skills Intensive

POSITIVE PROMOTIONS

5975 W. 39th Place - Wheat Ridge, CO 80212 (303) 420-4911

- May 17-19 Beyond Co-Dependence
- June 21-23 The Heart of Co-Dependence
- July 26-28 Men and Women Together

PRODUCTIVITY RESOURCES ORGANIZATION

22 E. Lahon Street - Park Ridge, IL 60068 (708) 825-7761

- Mar. 15 Discover Your Excellent Self (YES) through NLP (Chicago, IL)
- Mar. 16-17 Metaphorical Hypnosis (Chicago, IL)

THE SHERLCO CORPORATION

2022 31st Street S.W., Calgary, AB T3E 2N2 Canada
(403) 240-3565

- May 6-24 Practitioners Certification Training

SOUTH CENTRAL INSTITUTE OF NLP

P.O. Box 15757 - New Orleans, LA 70175 (504) 895-3665

- Mar. 2-3 Addictions & Co-dependency

UPSTATE CENTER FOR NEURO-LINGUISTIC PROGRAMMING

61C Monroe Ave./P.O. Box 426 - Pittsford, NY 14534 (716) 586-6773

- Mar. 9 Practitioner/Master Practitioner - Part 1 Begins
- Apr. 6 Practitioner/Master Practitioner - Part 2 Begins
- May 9 Practitioner/Master Practitioner - Part 3 Begins
- June 8-9 Practitioner/Master Practitioner Certification

WESTERN STATES TRAINING ASSOC./NLP OF UTAH

1569 East Waterbury Drive - Salt Lake City, UT 84121
(801) 278-1022

- Mar. 8 Free Evening Preview
- Mar. 8-11 Aligned Self Training (Connirae Andreas)
- Mar. 12 Introduction to NLP

CONFERENCES

Global Vision Toward International Community

April 26-28, 1990 in Toronto, ON CANADA

For information write: NANLP

310 N. Alabama St., Ste. A100
Indianapolis, IN 46204
or Call (317) 636-6059

Through The Family & Beyond: Full Esteem Ahead
A Conference in Honor of Virginia Satir's 75th Birthday

Aug. 8-11, 1991 in Santa Clara, California

For information write: Avanta Network

139 Forest Ave.
Palo Alto, CA 94301
or Call (415) 327-1424



ANCHOR POINT ORDER FORM Yes! Rush me one year (12 monthly issues) for only \$35.00 (US). Call Toll Free: 1-(800) 544-6480 [CHARGE CARD ORDERS IN USA ONLY].

Name 3/91	
Address	
City	
State	Zip
Country	
Phone Number	

Check _____ Visa _____ MasterCard _____

Card Number
Exp. Date

One Year Subscription
(12 Monthly issues)

\$35.00

Candian Subscribers add \$10.00
(1st Class - Air Mail Delivery)

Other Foreign add \$20.00
(1st Class - Air Mail Delivery)

TAX \$1.30
(Colorado Residents only)

Total (See note below) ***

Please make checks Payable to Anchor Point and mail completed form to:

Anchor Point
P.O. Box 26790
Lakewood, CO 80226-0790 USA

*** All subscriptions must be paid in advance in U.S. currency and paid with a designated charge card, postal money order, or with funds drawn against a U.S. bank. There will be no exceptions. Price subject to change without notice.

Anchor Point
P.O. Box 26790
Lakewood, CO 80226-0790 USA

Moving Soon?

Your Anchor Point is delivered to you via 2nd class mail. If you don't send us your new address before you move, HISTORY HAS TAUGHT US THAT THE POST OFFICE WILL PROBABLY NOT FORWARD YOUR ISSUES TO YOU ... and we won't replace them for free either.

Send us your New Address at Least 6 Weeks BEFORE YOU MOVE!
(including zip code changes)

Please send your old mailing label and new address- to us at the address above.

**SECOND
CLASS
POSTAGE
PAID**