NLP Connection

Volume VI, No.4

The Journal of the International Association of Neuro-Linguistic Programming

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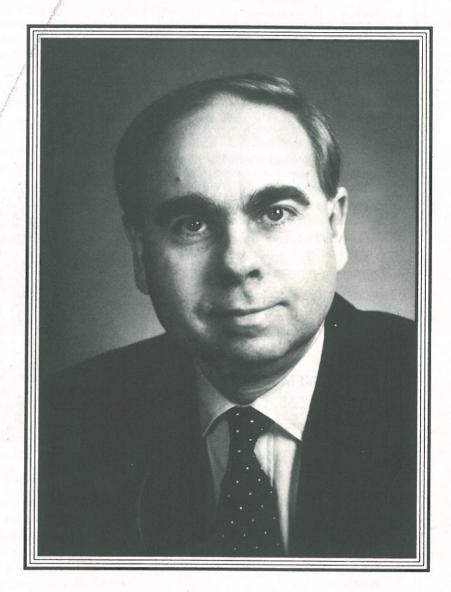
Value Systems and IANLP
Wyatt Woodsmall, Ph.D

Sharing Diversity in Unity
Teresa Robbins

A Consumer's Guide to
Good Training
Connirae Andreas and Steve Andreas

Of Time and the River

Reality Therapy
Martyn Carruthers



Wyatt Woodsmall IANLP President



TOOLS FOR DREAMERS: Strategies for Creativity and the Structure of Innovation

by Robert B. Dilts, Todd Epstein, and Robert W. Dilts

Thomas Edison said that the process of invention is one percent inspiration and ninety-nine percent perspiration. The implication is that most creative activity is an incremental process that has a structure and requires organization and constant effort. In many ways, however, creativity has remained elusive—a seemingly mysterious *gift* that you either have or you don't—rather than a set of skills that can be taught and managed systematically and explicitly.

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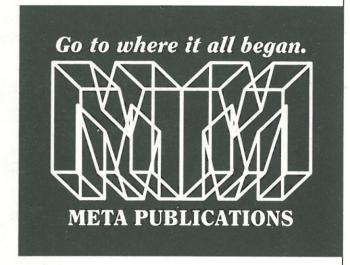
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Letter from the President

Wyatt Woodsmall, Ph.D.

This year's annual NANLP conference in Toronto had the largest attendance yet. This is a good sign that NLP is healthy. Before the conference, the Board of Directors adopted several resolu-



tions which have far-reaching consequences for the organization and for NLP. The first of these was to change the name of the organization from "The National Association of Neuro-Linguistic Programming" to "The International Association for Neuro-Linguistic Programming" (IANLP). This change reflects the international character of NLP and of the membership of our organization.

The second resolution reaffirms the purposes of IANLP. It states that the organization will focus upon and place its primary emphasis upon: guidelines, annual conferences, regional conference support, local chapter formation, special interest group networking activities, research support, publishing "The NLP Connection," public education, membership activities, and making insurance available.

The third resolution adopts a new uniform dues structure (starting in calendar year 1992) with first year members paying \$25.00 and all other members paying \$45.00. The fourth resolution provides funds to create publications and other tools for Public Educational purposes.

These decisions came after lengthy discussions and reflect a compromise between several different views as to what the function of IANLP will be. It is important for all members of IANLP to understand what these different views are. It is important because these differences are not just matters of personal whim but represent deep-seated ideological differences in values. These differences exist at the level of deep structure. These differences have existed in NANLP from its inception and have accounted for most of the discussions around its organizational structure and functions. These differing value systems need to be understood and integrated for IANLP to grow and thrive. The differences are manifested in three key issues.

The first issue is whether IANLP is a business and professional organization or a networking organization. A second issue has to do with membership levels and dues structures. A third issue has to do with standards and guidelines.

Before discussing these issues, let us discuss the deep structural differences that underlie them. Fortunately a model exists for understanding the deep structure of human values. NLP has gained great leverage in understanding

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Please submit articles, news items, comments, and advertising to:
John Q. Parmater, Editor
7630 Aquaford Place
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Please address IANLP business to: Laura Shaw, IANLP 310 N. Alabama, Suite A100 Indianapolis, IN 46204 Phone: 317-638-6059 Fax # 317-638-0539 Letter from the President, continued from page 3.

and producing change by studying the meta-programs which describe the patterns or habits of perception and behavior. There is another model for understanding and producing change that is equally as powerful as meta-programs. This model deals with the deep structural patterns of preferences which we will refer to henceforth as either "value systems" or "world views." These value systems or world views were discovered by a professor at Union College in Schenectady, New York named Clare Graves.

Graves discovered that there are eight value systems that have emerged on the planet up until now. Each of these value systems has arisen as a response to a class of problems/ challenges posed by existence. Value systems are coping mechanisms developed by the psyche in response to certain situations in the milieu or contexts of life. Value systems emerge as coping mechanisms in response to problems. As the problems that a person is dealing with change, then they must develop new value systems in order to continue to cope. Value systems are evaluated in terms of relevance to the problems that they are addressing. They are appropriate when they are congruent with the problems being confronted. It is not appropriate to compare and contrast them with each other independent of context. Value systems represent the deep structure of coping and preferring and as such are only revelatory with respect to the choices available.

Four of Graves eight value systems are embodied in the ongoing debate as to the structure and function of IANLP. Let us examine each in turn and the position of its proponents regarding IANLP.

LEVEL FOUR - ABSOLUTISTIC

PERSPECTIVE: The world is deterministic, rationally ordered, and is characterized with rigid categories for ideas, people, objects, and events.

GOALS IN LIFE: To conform to a directive design, i.e., those superior forces which guide man and his destiny along prescribed paths. The purpose is to maintain stability for the present and to guarantee the future reward which is being earned by hard work and sacrifice in the present. To bring order and stability to the world by dividing it into categories of "good" and "evil." To control impulsivity and punish evil deeds.

COPING MECHANISM: Seeks to live in the right way as prescribed by higher authority through following the rules, striving to maintain an orderly existence, and steadfastly pursuing what is right and shunning that which is wrong and those who do wrong; supports the system, the way, the belief, and the cause through sacrifice and discipline; creates hierarchical structures, institutions and rules to create and maintain a just society; crusades against evil, unrighteousness, lawlessness, and non-compliance to the just order.

MANIFESTATIONS: Obedience orientation; systems orientation; punitive orientation.

ORGANIZATIONAL STRUCTURE: Passive Hierarchy - Rigid rules for structure and rank; person with appropriate positional power makes decision; communication downward and horizontal across classes; people stay in their rightful places.

VIEW OF IANLP: IANLP is a professional organization whose function is to bring order and structure to the NLP community through the creation and enforcement of standards. Only appropriately trained and qualified individuals should be allowed to practice NLP. NLP is a prescribed body of material. It has a correct and standard interpretation and any deviation from this should be highly discouraged. IANLP should have strict professional standards for membership and for membership levels. There should be strict testing procedures to determine each level of certification. All NLP training should be standardized and only graduates of accredited programs which rigorously follow these standards should be admitted to the organization. Further, the organization should lobby at the appropriate governmental levels to see that these standards become matters of law. There should be strict ethical guidelines and anyone violating these guidelines should be punished. The organization should be governed by a democratically elected board whose responsibility should be the enforcement of the rigorous standards. The board will include the senior people in the community who have the correct understanding of NLP. This board will be diligent in fulfilling its responsibilities and will make all decisions in accordance with universal truth and what is the "right" thing to do. Continued on page 5



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Continued from page 4

LEVEL FIVE - MATERIALIST

PERSPECTIVE: The world is rich in natural and human resources which provide vast opportunities for individuals and cultures to create for themselves the "good life" full of material abundance.

INDIVIDUAL GOAL: To achieve politically and materialistically through the skillful use of power, popularity, and prestige, enjoying the thrills of winning and the satisfaction of accomplishment.

CULTURAL GOAL: To conquer the world by learning its secrets in order to provide a higher level of existence here and now. To create a better life for all by the skillful manipulation of natural and human resources and to create distribution channels to make this material abundance available to the masses of humanity. To escape from deterministic and fatalistic dogma through the use of science and technology to control our human destiny.

COPING MECHANISM:

INDIVIDUAL: Success - the result of competitiveness, investment of time/energy, and determination; high achievement motivation needs; effective game-playing and manipulative skills; multiplistic thinking and acceptance of risk.

CULTURAL: Progress - the result of pragmatic decision-making strategies using science and technology and reflecting real political realities; rewarding entrepreneurship and progressive thinking and relying on the free marketplace and competition to generate continuous improvement; use of material rewards and status to provide incentives to progress; promotion of the culture's "manifest destiny."

Continued on page 9

Advertising Lifelines

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FELDENKRAIS AND ERICKSON PARALLELS, PART VI: APPLICATIONS AND CONCLUSIONS

By Mark Reese, Ph.D.

Based upon the author's professional experience as a Feldenkrais practitioner and teacher-trainer, Feldenkrais's verbal strategies can be successfully applied in a number of diverse fields, including athletics, dance and the performing arts, pain control, rehabilitation, special education, and hypnotherapy. In each of these fields there is a great potential for integrating Feldenkrais work with NLP and Ericksonian approaches.

Athletics Feldenkrais was a pioneer in the use of visualization techniques now widely acknowledged to be effective for enhancing sports performance. The standard visualization procedures employed by coaches and athletes in most sports, however, do not utilize as systematic a training approach as does the Feldenkrais methodology. Feldenkrais visualization training begins by learning to visualize small, slow and simple movements and gradually larger, faster and more complex ones. One alternates between actual performance and imaginary rehearsal in order to make mental, sensory-motor reconstructions more accurate. One also alternates between visualization and performance on one side of the body, and then the other. This helps to form bridges for the transmission of neuromuscular learning patterns from one side of the brain to the other. In addition, work on one side of the body at a time can, paradoxically, facilitate more symmetrical and efficient biomechanics.

The Feldenkrais emphasis on the integration of the entire body in each movement provides an important complement to the routine athletic program which is based primarily on the stretching and strengthening of specific muscle groups. Feldenkrais's methods have been used to enhance running, tennis, skiing, horsemanship, and other sports.

Performing Arts Training Numerous theater and dance companies and music conservatories incorporate some Feldenkrais instruction. In 1980, on a grant from the Canadian government, the author gave a 10-day workshop, "Somatic Trance Theater," for actors in Montreal, based upon Feldenkrais and Ericksonian approaches. In the workshop, Feldenkrais lessons helped the actors perfect the physical instrument of their bodies and develop a somatically based attention. Non-habitual body movement patterns were induced in the actors, so they could learn to build characterizations on the basis of internal, kinesthetic cues. Trance-like movements were used to train attentional skills in the actors; specifically they learned how to balance inner and outer-directed attention.

Pain Control The author has found Feldenkrais's methods to be highly effective in reducing the level of pain experienced by people suffering from problems affecting the nervous, muscular, and skeletal systems. Pain is usually understood to reside at the physical site of a trauma or injury. Pain, however, can often be best understood as not having a simple physical location, despite its localized focus of experience. Pains are often associated with a particular body holding pattern. Feldenkrais employs indirect techniques that permit painfree movement by bypassing conscious and unconscious fears and protective reactions. This facilitates the emergence of movements that were hitherto avoided due to their painful consequences and the learning and relearning of improved body movement organization. Once movements have been experienced without the discomfort, they ceased to be feared and avoided. The Feldenkrais approach simultaneously elicits changes in the individual's self-image, attitude, attention, and motor behavior.

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Send to: Edna Clay 2906 Garth Rd SE Huntsville, AL 35801 (205) 881-0884 Rehabilitation Feldenkrais's integrated somatopsychic methodology contrasts with the artificial division of physical and psychological disciplines governing most therapeutic approaches that exist today. Through using this integrated approach, the author has repeatedly found success in his work with children who have cerebral palsy, people who have had strokes, and accident victims. The focus is always positive, to gain better function, and not the negative, medically-oriented approaches that try to relieve problems.

Special Education The author has successfully used the Feldenkrais approach to improve learning skills in children with a wide range of mental, perceptual and learning disabilities.

Hypnotherapy Feldenkrais methods can be seen as innovative forms of hypnotic education and therapy, and also can be fruitfully integrated with other hypnotic approaches. Feldenkrais hands-on and active movement approaches are effective means for the production of trance states. They may be particularly useful for certain individuals who are normally resistant to trance. Feldenkrais work induces a profound state of relaxation, absorption, and somatic equilibrium produced by its slow, gentle movements and sensorial focus.

In each of the domains just described, there are very exciting possibilities for collaboration between Feldenkrais and Ericksonian and NLP practitioners. If the author has successfully demonstrated that the verbal strategies Moshé Feldenkrais employed in his somatic educational approach closely parallel Milton Erickson's hypnotherapeutic use of language, then there is much fertile ground for collaboration and reciprocal study between practitioners of the two disciplines.

Mark Reese, Ph.D., worked with Dr. Feldenkrais for eight years, and since 1983 has been one of the foremost teachers of the Feldenkrais Method. Mark has published two papers comparing the work of Moshé Feldenkrais and Milton Erickson and has presented at numerous mental health and physical therapy conferences. He has led professional training programs and advanced trainings for Feldenkrais practitioners throughout the world, and will begin a teacher-training program in the Feldenkrais Method in Los Angeles in September, 1991.

In 1983, Mark Reese and David Zemach-Bersin formed Sensory Motor Learning Systems, an institute which develops Feldenkrais-based health and fitness and movement programs and audiotapes, including "Relaxercise" and "TMJ Health." They are co-authors of the popular book, <u>Relaxercise</u> (Harper and Row, 1990).

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Values, Continued from page 5

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ORGANIZATIONAL STRUCTURE: Active Hierarchy - Bureaucratic and status oriented; person with the delegated authority makes decisions; distribution of specific amount of responsibility; communication down, up and across; power related to prestige and position within the structure; allows for upward mobility; theory Y management; task-oriented leadership.

VIEW OF IANLP: That IANLP should be a professional organization whose function is to promote and foster the business of NLP. NLP is a technology which can be used to produce individual and organizational change. Business needs this powerful technology to bring about material progress and to free humanity from poverty and misery. IANLP should promote professionalism and quality in the instruction and use of NLP. Membership and privileges should be limited to those professionals in good standing who pay their dues. Anyone who behaves in an unprofessional or unethical manner so as to bring negative public attention to NLP should be censored and expelled. It is not necessary to have rigorous standards for training since market pressures will in the end force those who deliver poor quality training out of business. It is necessary to have some standards, however, to prevent rip-off artists from claiming to teach NLP and tarnishing its reputation in the public eye. That IANLP should promote a professional image for NLP and encourage the general public to learn NLP. IANLP should serve both educational and marketing functions. The organization should be governed by a board consisting of representatives from the major NLP institutes as well as the lav NLP community. This board should be task-oriented in accomplishing its designated functions and will act with whatever expediency is necessary. Decisions will be reached through the use of persuasion, influence and negotiations.

LEVEL SIX - PERSONALISTIC

PERSPECTIVE: The world has been depersonalized through determinism and tarnished through technology, thus creating a spiritual void that can only be filled by rediscovering basic humanity.

GOAL IN LIFE: To seek peace with the inner self and to establish contact with the inner selves of others, in the belief that people need to be needed. To free the human spirit from exploitation, regimentation and consumerism. To eliminate poverty, racism, chauvinism, divisiveness, and social alienation through the experience of the universal family of humanity.

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CULTURAL: To strive for an ideal society through egalitarianism (the guarantee of "equality" for each person to develop to his/her fullest potential) and humanitarianism (the moral imperative to provide for all the needs of members of the human race). To achieve this end through the use of persuasion if possible and legal mandate if necessary. Emphasis on consen-

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Write a letter to the editor.

Calendar of Events

Advanced Behavioral Modeling, Inc, 801 S. 20th St., Arlington, VA 22202 (703) 979-3835

July 20-24

Business Training - Washington, D.C.

July 26-28

Values and Change - Toronto, Canada

August 3-18

6th Annual Trainers Training - Kona, Hawaii

September, 26-30

Business Workshop - Amsterdam, Holland

October 26-Nov 3

Modeling Training - Calgary, Alberta

November 22-26

Business Training - Toronto, Canada

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July 19

Introduction to NLP - Bern, Switzerland

August 11-18

Ericksonian Hypnosis Certification Training - New Paltz, NY

September 22

Introduction to NLP - New York City NLP Couples Workshop - New York City

September 28-29

Ericksonian Hypnosis Certification Training - Morschach, Switzerland

October 6-12 October 26-27

NLP Practitioner Certification Training Begins - New York City

Advanced Neuro Dynamics, PO Box 3768, Honolulu, HI 96812 800-800-6463, 808-521-0057, Fax 808-521-0051

July 13-14

Time Line Therapy Training

Vancouver, BC

July 8-22

Master Practitioner Intensive Toronto, Ontario

August 3-18

Sixth Annual NLP Trainer's Training Kona, HI

August 19-22

NLP Trainer's Certification Kona, HI

August 31-Sept 1

Huna Intensive

The Secret of Creating Your Future Dallas TX Montreal, Quebec, Canada

September 21-25

Master NLP Practitioner Certification Regina, Saskatchewan

Sept 29-Oct 13 November 2-6

5-day Accelerated NLP Tractitioner Certification Kona, HI

November 9-24

Master NLP practitioner Certification Kona, HI

December 13-14

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Aug 21-28, Sept 4,

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July 8 - August 8

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August 10-31

Practitioner Certification, Master Practitioner Certification Bali

August 10-31

Trainer Training

August 5-20

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Systemic Thinking Skills in Leadership with Robert Dilts

Sept 30 & Oct 1

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July 19-28

Erickson Hypnosis Certification with Paul Carter, Anne Linden, Steven Goldstone - Cape Cod

July 12 - August 7

NLP Practitioner Certification - Cape Cod

July 15 - August 7

NLP Master Practitioner Certification - Cape Cod

NLP of Ohio, 7630 Aquaford Pl., Columbus, OH 614-793-9657

November 1-4

4th Annual NLP Comprehensive Practitioner Training Begins

NLP Arizona, LTD P.O. Box 2800-291 Carefree Arizona 85377 602-252-4840

July 20-August 4

Master Practitioner Certification

August 5-11

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October 5-6

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Stances

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September 9-21

Other Than Conscious Communication

October 6-12

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October 11-14

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A Consumer's Guide to Good Training

Getting Back to the Basics

Connirae & Steve Andreas

Seminars and trainings are a way to gain many skills, abilities, and attitudes well worth learning. Since training is a significant investment of your time and money, it's important to know how to identify excellent training as soon as possible, and to spot mediocre training in advance. We suggest being an "active consumer," and investigating seminar possibilities just as you might carefully investigate the purchase of a home or a car.

Some "trainings" merely present ideas, rather than actually train you in new skills and abilities. Since most ideas can be presented as well in a book or article, a training of this kind can be a more expensive and time-consuming way to get the same information.

Other seminars provide participants with confidence and motivation, but without the competence to support it. Some seminars are enjoyable, but participants don't leave the training with new skills they can use. Like a concert or a party, they can be worthwhile experiences, as long as they aren't confused with training.

How can you be sure you get the most for your training dollars? Here are some of the things we check for when we think about attending a particular training. We hope these guidelines are useful in finding the best training for you.

Before Committing to a Training:

1. Sensory-based evidence: Find a way to get a first-hand impression of the training before you commit to spending a lot of money. Rely on your own experience of the training. A live experience, such as a free preview, is best. A videotape is next best. If that's not available, an audiotape will give you at least an auditory experience of the trainer.

If you can't get any of these, at the very least ask for the names and phone numbers of several people who have completed the training you are considering. If they liked the training, ask "What specifically did you like?" "What specifically can you do now as a result of the training that you couldn't do before?" Some trainers act like an expert or make you feel good in the seminar, but do not teach you skills or abilities that you can take home with you.

2. Trainers: When you consider a program, check who the trainers are, and for how many days. Some trainings are advertised without any names, or with the name of a well-known trainer. It may turn out that the "big name" will only teach a small portion

of the training, and other less-skilled trainers or apprentices will teach the rest.

- 3. Recommendations: Trust your own impressions of a trainer first, and recommendations from people you know who have experience with the trainer next. Be cautious about brochure quotes, even from famous people. Some sponsors and trainers make up quotes from other people and/or use quotes without permission or quotes that are outdated. Occasionally "big names" give endorsements based on a monetary relationship, rather than on the trainer's skill.
- 4. Degrees and Certificates: Trust your own experience of the trainer over a certificate or degree. The meanings of a certification and degrees vary as widely as the grantor. A degree may be a good measure of academic record (the ability to take tests and do homework), but usually has little to do with training ability.

What to check for when you're in a training:

We've emphasized the importance of getting an experience of the trainer. When you attend a free preview or short seminar, how can you determine whether this seminar trainer is delivering maximum value for you?

5. Demonstrations versus Information: Do you get live demonstrations of the methods being taught, or do you only get a long string of words, a "core-dump" of information that would be much cheaper to read in a book? Research demonstrates that over 80% of the impact of communication is nonverbal. This means you'll get a much more complete understanding of any method if you observe a demonstration than if the trainer only tells you what to do. We once went to an expensive training taught by a well-known author who essentially read his book aloud to the audience.

There are many ways in which the trainer can demonstrate methods to you. The trainer can ask for a volunteer from the audience with whom to demonstrate or role-play. The trainer can bring in a "naive client" or can invite the entire group to participate in an experiential process that provides a demonstration of what she is teaching.

6. Exercises: After demonstrating, does the trainer provide ways

for you to make the new skills a part of your behavior? It's usually easiest to learn skills when the trainer sets up a series of carefully-designed supervised exercises or tasks that allow you to practice new skills in a comfortable and safe manner. A good training begins by training you in smaller component skills, and then assists you in easily putting these skills together to work for maximum impact in a real context. Understanding alone won't get you results in your life. You should leave a good seminar able to do more than when you walked in.

7. Evidence: After attending the seminar and learning new communication (or other) skills, do you know what specific evidence you can use to verify whether what you have learned is working? Is it getting you better results than you would have gotten anyway? In a good training, you'll know what kind of evidence to use.

Make sure you experience the kind of results you want. Some trainers are flashy and charismatic, but don't train you in a way that gives you results.

- 8. Nonverbal presuppositions: What beliefs or attitudes are presupposed in the trainer's nonverbal behavior; and are they the ones you want? Does the trainer talk about the importance of flexibility, but respond rigidly? Does he communicate that he wants you to learn, or that he just wants to razzle-dazzle you? Does the trainer treat you like a peer who can learn the same skills the trainer has, or does the trainer act like a superior "guru" whom you can admire but can't hope to emulate? A good trainer will presuppose that anyone can learn it's a matter of finding a way for each person to learn most easily.
- 9. Questions: A good trainer will respond to questions and challenges by demonstrating a greater depth of understanding of the material. Does the trainer respond respectfully, or nonverbally discourage or eliminate questions, provide weak answers or a "smokescreen," or promise to "get to it later" and then fail to do so?
- 10. Response to nonverbal cues: Since nonverbal communication is so important, a good trainer will notice nonverbal cues from the audience or the demonstration subject, and vary her behavior accordingly. Does the trainer notice what this group needs, and vary the training plan in response? Is he aware when the audience is getting restless and needs a break?
- 11. Self-Accolades: Does the trainer spend lots of time (which you are paying for) telling you about the miraculous things he has done? When a trainer is effective, he doesn't need to tell you how wonderful he is, he can demonstrate it. If he gives you examples of his previous successes, does he tell you how he got the results, so that you can learn to get the same results, or does he just say, "I achieved X, Y and Z" in order to impress you?
- 12. Quality Control: Does the trainer provide ways to verify

that participants are actually learning the skills he is teaching? Capable assistants, closely-supervised exercises, individual tasking, etc. can all serve this function.

- 13. Promises: A good trainer will follow through on what he promises to deliver.
- 14. Excuses: Since every training can be improved, a good trainer can easily admit a mistake, and will welcome suggestions to improve the training. Does the trainer try to cover up his lack of ability or a poorly-organized training, or does he blame participants when things don't go well?
- 15. Humor: The best single aid to learning is humor the kind that is infectious, laughing with others, or at the human condition, but not at anyone's expense. If you find a trainer who has this, along with the other qualities we've listed, you've found someone you're likely to be pleased with.

You may have additional criteria for trainings that meet your needs and desires. With so much to be gained from a good training or seminar, we think you'll find it worthwhile to sift carefully through the available trainers to find the ones who provide what you need and want. You can learn skills that help you to be more successful in your professional life; you can learn how to get more of what you want in your personal relationships while making those around you happy. By attending high quality trainings, you can expose yourself to wonderful models, an important next step to getting where you want to go in your life.



Steve and Connirae Andreas are co-authors of Heart of the Mind, and editors or authors of 8 well-known books and manuals on NLP. They are co-founders of NLP Comprehensive, which offers trainings at all levels to an international audience. Their contributions to the field include developing patterns of Grief Resolution, Timelines, Forgiveness, Language Patterns, Self-healing Process, and the groundbreaking Identity Process and Aligning Perceptual Positions. They live with their three sons in Boulder, Colorado. You can receive information about their trainings, audiotapes, and videotapes through NLP Comprehensive, 2897 Valmont Road, Boulder, Colorado 80301 • (303) 442-1102

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Continued from page 9

sus decision making, group effort and harmony, and peace-keeping.

MANIFESTATIONS; Emerged with the counter-culture of the late 60's and early 70's. Manifest in the anti-war movement. The root of the liberal political agenda and the human potential movement. Found in helping professions, education and feeling oriented business activity. Touchy-feely activity. Arises as a product of the success of achieving affluence and as a response to technitization and the alienation and depersonalization of society. Has produced the primary concern for equal rights, social services and humanitarian programs.

ORGANIZATIONAL STRUCTURE: Social Network - Organization of equals for mutual benefit; little concern with status or privilege; the "people" make decisions as a group: frequent communication in all directions: emphasis on consensus, sensitivity to feelings, and human needs, theory Z management; human relations departments; organization effectiveness, concern for maintenance functions.

VIEW OF IANLP: That IANLP should be a network organization whose function is to promote sharing and harmony in the NLP community and throughout the world. All members of the community have much to share and IANLP should promote networking opportunities to promote this sharing. Since all people are equal it should have no membership levels.

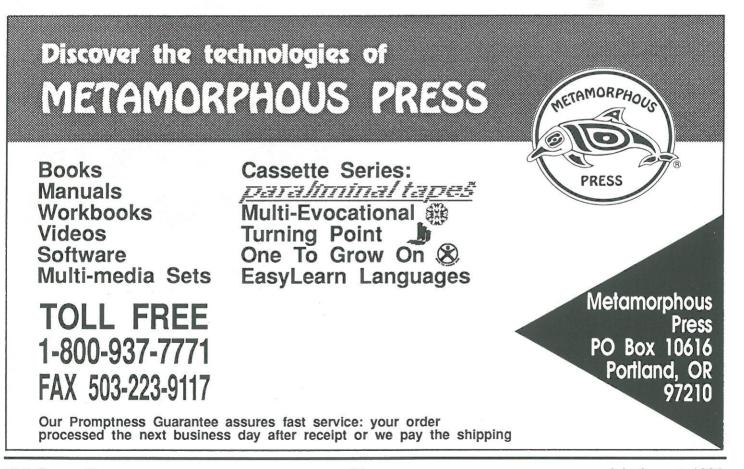
It should not be a professional organization and should not be involved in certification procedures or in attempting to enforce quality control or ethical standards. This would also reduce the antagonism that some NLP institutes feel towards other institutes around issues of quality and standards. It should guard against consumerism and those who use NLP for strictly material gain. Membership should be open to all and those who can't afford to pay dues should be subsidized by those who can. IANLP should be governed by group consensus. It is okay to have a board elected from the members but this board should only act on those matters where consensus is reached. The maintenance of group harmony should be paramount and decisions will be reached by taking the needs and feelings of all into account.

LEVEL SEVEN - EXISTENTIAL/SYSTEMIC

PERSPECTIVE: A world in danger of collapse because the human species has misused both nature and itself thus creating scarcities. See life as a diverse, paradoxical, and pluralistic experience in which man must restore a balance to humanity and nature.

GOAL IN LIFE: To re-acquaint man and nature and to approach the problems of living in a world of scarcity with delicate and diminishing resources. To live as functionally as possible in a world of rapidly changing needs and an uncertain future.

Please turn to page 15





COPING MECHANISM:

INDIVIDUAL AND CULTURAL: To begin to examine man's relationship with the world and to begin to explore behaving in systemic terms within a living systems framework in order to ensure personal and cultural survival.

TRAITS: Seeks to do better but is not ambitious, measures self against self; responds to competency, reason, and necessity, but not to authority and rules; respects the power of knowledge and necessity, but not status, seniority, group or national allegiance, absolutes or dogma; satisfaction from doing well, but anathema to praise; fights for self, but is not defensive or suspicious; free from inner compulsiveness, but can enjoy the best of life; focus on flexibility, individual competence, self-motivation, and tolerance for ambiguity; works to construct systemic, free-flowing transitory organizational forms which can deal with both complexity, uncertainty, and rapid change; may not accept traditional values and responsibilities inherent in other systems.

MANIFESTATIONS: Just beginning to emerge into the stream of "western" thought but not yet manifest in many developing countries. Still very much emerging as a way of thinking. Present in living systems theory and cybernetics.

ORGANIZATIONAL STRUCTURE: Systemic Flow-Structure according to task at hand; project centered with changing functional leadership; competent person makes the decision; communication only as needed; may adopt other structures as appropriate to the situation.

VIEW OF IANLP: The IANLP should be a functional organization designed to give professionalism and integrity to the discipline of NLP. Its primary focus should be on competence and professionalism in the training and utilization of NLP and on gaining acceptance of NLP as a mainstream intellectual discipline. Its focus should be on the codification, clarification and transference of the technology; on research and the generation of new techniques; and on the written and oral presentation of NLP to the lay public. Organizational structures should be minimal and only created to perform necessary tasks. Such task forces will consist of the members competent in the area of concern, and decisions should be governed solely by expertise and not by seniority. There should be levels of membership, and voting should be limited to those who have achieved a certain level of understanding and proficiency in NLP. There should be guidelines but not standards for NLP instruction. These guidelines are necessary to insure professionalism in instruction and technique. The training guidelines should be established by a committee of competent trainers. There should also be ethical standards. For NLP to gain respect as a discipline it will need to have a process to police itself. Ethics and integrity are essential to any discipline and IANLP must take the lead in promoting these. In any discipline there are varying levels of understanding and expertise. Official statements should be limited to those who are capable of rigorous and systemic thought. There will always be people in any organization who think in simplistic ways and who lack a sophisticated understanding of the technology. If heard from they can only damage the credibility of NLP in the eyes of the professional community.

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With this framework in mind we now have a map to understand the various political positions within IANLP. These positions have been up to now only implicit in various people's positions and behaviors. With this model the underlying differences become explicit.

The recent changes in IANLP represent an attempt by the Level 6 Personalistic political position to restructure the organization and to turn it solely into a networking organization with all concern for standards and guidelines deleted from the organization. This position even wanted to change the name from "association" to "network." The other political positions achieved a temporary victory and have kept the concern for guidelines and for a "professional organization." What the future holds remains to be seen.

The purpose of this article is not to attack any individual or faction but to provide a systemic model from which the various political forces within IANLP can be understood. For IANLP to grow and flourish all of these factions will need to understand each other. Once it is discovered that individual differences do not have to do with individual whims and personalities but with deep seated values differences, then it will be possible to begin to search for compromise and understanding.

Respectfully,

Wyatt Woodsmall

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Reality Therapy from the Perspective of a NLPer

By Martyn Carruthers

Reality Therapy is a cognitive psychology built on a model of consciousness called Control Theory. Both were developed by William Glasser, M.D. between 1970 and 1985 and are based on an integration of psychiatry and cybernetics. This may explain the fascinating areas of overlap between Reality Therapy and NLP.

Reality Therapists consider Reality Therapy to be a philosophy as much as a therapy tool kit, and say that ALL behavior is directed toward fulfilling four universal NEEDS (power, love, freedom and fun) and many WANTS, which is anything else. There are four behaviors in the Reality Therapy model: physiology, feelings, doing and thinking. Physiology and feelings are considered to be difficult to change, except via doing and thinking. "Thinking" is considered to be internal dialogue plus making internal pictures, I think.

Reality Therapy has candid counseling guidelines - Reality Therapists should create a therapeutic environment and be courteous, determined, firm, enthusiastic and genuine. They should "be themselves" while suspending judgement of their clients, and use humor and candor while listening for metaphors and themes. They should summarize and emphasize special points, allow or impose consequences and be ethical at all times.

Central to Reality Therapy in individual responsibility; clients always have "control." I like this idea and enjoy using it. I futurepace and test my changework, using the client's behavior as a guide to completeness, but I insist that clients are always responsible for their behavior.

Many NLP developers and trainers set their personal metaprogram choices as desirable goals for all, and I see a similar pattern in Reality Therapy. Reality Therapy is proactive, "towards", intuitive (as opposed to sensing), visual and auditory digital (as opposed to feeling) and NOW+FUTURE oriented (the past is unchangeable).

Reality Therapy extols flexibility but shuns "hypnosis" and "stimulus response conditioning" (anchoring). I witnessed a Reality Therapist using exquisite tonal anchors during a demonstration, but the Reality Therapist denied knowledge of such things. Many interventions are similar to the NLP "Compelling Future" strategy, helping a client create enough compelling "pictures" to provide choices and motivate actions. (Reality Therapy does not recognize or use submodalities or metaprograms.)

Reality Therapists use a basic counselling format similar to the NLP "Outcome Frame," and some similarities and differences between

Reality Therapy and NLP become obvious when the formats are compared.

Another common question is, "Is that behavior effective?" which I think is great and now use a lot, particularly when negotiating with unconscious "parts" (that the Reality Therapy model does not have). Like NLPers, Reality Therapists avoid "why" questions and change nominalizations by adding "ing" to the word (you are not curious, you are curiousing).

A core Reality Therapy technique is helping clients build "pictures." Paradoxes, i.e., "prescribing the symptom," and compelling language are used to motivate clients towards generating choices and

achieving their goals. Reality Therapy flexibility is considered to be essential, but a therapist's intuition is valued more highly than sensory acuity.

Preparation and maintenance of a "counselling environment" is as important as technique. This, perhaps, is a specific area where many NLP trainings can benefit from Reality Therapy. Reality Therapists work hard to build quality client relationships, although they may have a lot more long-term clients than many NLP practitioners.

Reality Therapy certification requires you attend three one-week courses (basic, advanced and certification) and many guided study groups over at least 18 months. Certification is with the institute for Reality Therapy. Reality Therapy certification costs about the same as NLP Practitioner certification.

Reality Therapy Counselling Format

What do you want? How do you see it?

Does it help you to see it that way?

How many other ways can you see it?

Is it against any rules? Is it achievable?

What are you doing to get it? Does that help you?

What else can you do? Are you committed to getting it?

(If "Yes," help client make a plan.)

Like NLP, Reality Therapy will appeal to Intuitive-Thinkers (Myers-Briggs), especially Value Level 6's (Clare Graves). Unlike NLP, Reality Therapy training does not seem to be experiential, except for role-playing exercises.

The words "therapists" and "therapy" were generally disliked by the Reality Therapists that I talked to, who said they were "educators" and preferred to call their work "education." I agree - I usually describe NLP techniques as "Accelerated Learning."

I enjoyed attending a Reality Therapy conference. Both Control Theory and practical sessions were available and there was no evidence of the leadership and "who thought of it first" skirmishes currently prevailing in NLP.

Most Reality Therapists I met had backgrounds in education, medicine or psychology and most NLPers would have felt "at home."

Of Time and the River A Metaphor for Learning to Enjoy History

By Martha Wiglesworth

The Education Special Interest Group of IANLP is inviting members to submit articles about innovative ways to impact learning-teaching systems for acceleration of learning. The following includes a metaphor and also some observations about how to construct and use that process in an educational context.

"History and the Licking River" was created for a special eighth grader who was "put off" by his "dumb teacher" of history. The intent of the metaphor is to reframe the reactions for this teenager to the irrelevance of traditional teaching methods.

HISTORY AND THE LICKING RIVER

Zo, I remember that when I visited you in May, you were very much interested in history - so interested in fact that you wanted to study it in the very most interesting way. And the particular teacher you had then didn't seem to know that history can be taught and learned by many different routes - she only seemed to know one way. And that way was probably the one that was easy and natural for her. Now you know and I know there are many roads to Rome - the important thing is not WHICH way is RIGHT but that the road gets the person who is traveling on it to HIS destination.

Now with your love of history - which I know you have because you enjoy traveling down many roads - and that's what history is about - that is, exploring other places and times from the one we are in right at this moment. With your love of history, as I was saying, you know also how YOU like to learn. For instance, you love to talk with your father about people who lived long ago - what they thought about, how they behaved, what the world looked like then.

You learn other things in other ways. For example, you learn a swimming stroke by paying attention to how your arms, your legs, your breathing all work together to move you through the water the quickest way, with the least expenditure of energy. Sometimes it gets boring, having to pay attention to all these details over and over - but you know that's necessary to get what you want.

You know how you like to learn to sail a boat on the lake. And that's different from paddling a canoe on the river -

GET CURIOUS?

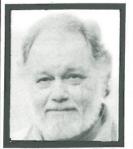
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different skills, ways of reading the water, observing cause and effect. When the sail isn't trim and ship shape, it luffs, and loses its power. The sail has to meet the wind at just the right angle in order to get the job of moving the boat done efficiently. Sometimes the sail, if it were like you and me, might wish it could be just any old way - but the sail knows it won't be able to do its job, if it doesn't follow the rules of cause and effect - to get this result requires following certain ways of being and doing.

So, as I'm sitting here on the porch looking at the river, thinking of you, I'm thinking the river is somewhat like history - in fact, this river has a LONG history - millions of years, we're told. It has a future too - the water I'm seeing now will mix with other waters and eventually go into the Ohio, the Mississippi, the Gulf of Mexico - finally to the Atlantic Ocean.

So - is this water past, present of future? Maybe that's a question not very interesting to a boy of your age - but I'm thinking how YOU are like that river. Who you are now is a mixture of generations of past, dreams of the future, and the way you are putting all that together in this moment. Isn't it wonderful that you and I each have the ability to take our past history and act in this moment - our own special way for making choices, and thus shaping where we will go and how we will be?

So, what does all this have to do with the study of history? The way we KNOW what makes this stretch of the river by the porch the way it is, is to know where it came from and how it got here. I have seen the place the Main Licking begins, in a tiny stream out of the mountains near Salyersville - maybe out of the ground as water collected in a spring, maybe as run-off from the mountains into a hollow, and of course before that out of the sky as rainfall, and before that as water drawn up into the sky from other sources - and before that, who knows?

So, I ask your grandpa, "Tell me about this river." And he says, "Why do you want to know?" And I say, "Because the river has a history, and history has lessons for people. If we know where people and things come from and trace what happens to them, we can understand ourselves and how to make our own lives better."

He says, "Well, the Main Licking begins in the headwaters in the mountains. It's 187 miles long from its source to its mouth. It flows into the Ohio at Newport. It is much older than the Ohio. The ancestral Licking River was on a different course and was here in the dinosaur age, when all this was tropical vegetation.

"In pre-glacial times it flowed into the Miami River and to the Teays, which ran East to West across Ohio into the Mississippi. The glacier caused a damming of the Licking and formation of an extensive lake covering all this whole valley. Geologic maps show this rock outcrop is from the Middle and Late Ordovician age - between 460 and 440 million years old."

I say, "Oh, that's boring - all those facts to remember. I want to know about how the river rises and falls with the storms and floods - how it rushes out of its banks at places and doesn't want to stay in its banks and just come along in the way it's supposed to. I want to know about the people it has seen - about how Daniel Boone came to Blue Licks to get salt for Boonesboro - and got surprised by the Indians there. And how his son was killed at that battle when the commanding officer thought the Indians had withdrawn. And how his daughter and her friend who were canoeing in the river got captured by the Indians.

"And I want to know how it feels to be in the river going around the bends when you're near the riffles. If the river really had feelings like we do, what is it like to be old, and carry fallen trees away?"

"Well," says Grandpa Bill thoughtfully, "that's a DIF-FERENT way of learning about the river. That's the way I know it - from swimming in it and catching fish out of it, from bringing the canoe back up from Quiet Trails to float against the flow of the current. I know about how cool it is to jump in after a hot day - or how invigorating it is when the water is below 60 degrees and you fall in - or get dared to jump in by your father. Or how nice it is to stand on the other side and laugh and play with the grandchildren - or to watch them clown around on the rubber rafts - or to feel the fish nibble your legs."

"That's really knowing the river," I say, "experiencing it in a lot of different ways. Knowing how it can flood your house and cause you lots of headaches and work. How the vultures and hawks soar above it - how the wind and lightning whip through the trees - how you can hear the rain starting way up above and watch the storm follow the water down closer and closer to us."

Lots of ways, Zo, to learn about the river - and life and history. And I wonder what you will make of all this as you decide how you will choose to study history, no matter how your teacher thinks about it. And when you visit us this summer and jump in that river, what you will remember about how the river learns its own history. And how your time fits with the ever-moving story of other people who made the history which you really want to understand and share.

In learning to develop metaphors which will be useful for teaching-learning situations, you can begin either with the attitude, behavior or value which you want to influence. Or you can build a repertoire of useful metaphorical ideas by starting with an object which appeals to your imagination.

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Sharing Diversity in Unity...

Toronto Conference Report

The air was thick with synergy as a highly diverse group of nearly 450 individuals connected within the common bond of NLP. The remarkable city of Toronto provided the backdrop for an exciting, enriching IANLP conference experience.

A stellar blend of seasoned NLP notables and refreshing, bright newcomers delivered over 60 opportunities to expand insight, knowledge and skill. I'm somewhat awed (and the evaluations indicate it's a multiple perspective opinion) with the depth and quality of creation and presentation skill that permeates IANLP's ranks.

John Grinder and Carmen Bostic St. Clair delivered a one-day Presentation Skills session preceding the conference. It was wellattended and well-received as folks sharpened existing abilities and explored utilizing ever deeper resources for presentation success.

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155 Prince St, NY, NY 10012 (212)473-2852 Thursday evening, the welcoming party was teeming with new unions, reunions and networking. One of the entertainment highlights was delightfully performed by David Wilson, a talented ventriloquist. In assisting his phobic dummy through the Fast Phobia process, the tables suddenly turned and the "Milton-wise" dummy "trances out" the ventriloquist... Great fun!

Emotion still grips me as I think of the impeccably delivered Keynote Address... John Grinder resonates chords at multiple levels. With quiet power, he turned our attention to a more global ecology... considering carefully relationships and connections within larger systems... respecting potential impacts of influencing even the smallest of changes. He discouraged "NLP-ese" (My word ...and coming interpretation)... locking onto the language, terminology and techniques generated by NLP as NLP might actually serve to narrow or limit possibilities and perceptions. Whereas NLP, in perhaps a purer sense, is a way of approaching experiences of the world that facilitates expansion of perceptions and possibilities. There was a special reverence in the standing ovation as John brought the keynote to closure.

Yes, "ah-ha's" appeared epidemic at this conference. The bountiful attendance, the depth and breadth of presentations and presenters, the enthusiasm, participation and sharing are positive indicators of the health of NLP and IANLP. I'm still receiving comments from folks relating the value of this conference experience for them and their ensuing commitment to attend the next International Conference to be held in Orlando, Florida on April 24-26, 1992. Orlando promises to be equally exciting... Be sure to mark your calendars now!

SPECIAL THANK-YOU'S TO:

Conference Presenters... for your incredible generosity in sharing your insights, skills and knowledge with professionalism, clarity, warmth and wit... YOU are the conference!

Conference Participants... your seeking quality learnings, connections, applications and personal effectiveness will ensure the healthy growth of credible and ecological utilization of NLP, and a continuing forum to honor and Please turn to page 22.

River, continued from page 19

There are four chunks involved in matching a metaphor to a problem or desired outcome:

- 1. Define the problem and desired change.
- 2. Think what the process for making that change involves.
- 3. Find an object which has appeal to you and the listener. (Is isomorphic.)
- 4. "Chunk down" the elements in the process of this object when it is "doing its thing."

In this case, the problem was to change an attitude and a decision. Looking about for a suitable metaphorical object whose process might match the present state of the young student. "River" seemed to fit. Consider what happens to a river as it flows from its source to the ocean.

- It has moods: sometimes it is rushing, sometimes it is quiet and pooling
- It stays within (banks) yet it can overflow into unknown territory
- It may have dams and locks which are useful for special kinds of traffic
- It floods farmlands and brings in rich soil.

Notice the possible analogies for the developmental tasks of adolescence. Another reason for the choice was that the young student had many happy associations with this particular river in swimming, sailing, canoeing, and in looking there with his father for fossils and other remnants of history.

The metaphor needs also to have the inner strength or resource which the listener can match in solving the problem. What is it which keeps the river moving into unknown territory, accepting limits, exerting energy? Is it the force of gravity (water seeks its own level)?

What factors interrupt or influence its pathway - the interference of man, erosion, pollution, dams? How are these similar to the blocks to learning this young man was experiencing -boredom, attitudes of his friends, pressure from his parents, etc?

Perhaps other kinds of learning problems for which a metaphor of the river could be applicable. Relating time, history and the river seemed ideal for this young man. However, I hasten to add that I have no tangible evidence that the metaphor had direct benefit. But that's the way with metaphors - the connection is between one inner self and that of another - the magic is in the caring and the relationship. And that is the subsoil where resources come to live.

Source: Willie & His Friends: A Manual for Creating Stories to Build a Child's Self-Esteem by Martha F. Wiglesworth, 1990, Potentials, Box 336, Cynthiana, KY 41031

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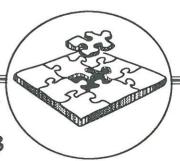
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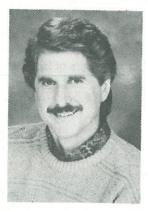
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