

Anchor Point

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The International Journal for Effective NLP Communicators

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What's Ahead

Starting next month, Anchor Point is introducing a new column on the practical applications of hypnotherapy. David Calof, a Seattle, Washington native who runs the Family Psychotherapy Practice of Seattle, will author the column.

An accomplished hypnotist and therapy innovator, Calof studied with Milton Erickson. He is renowned for his specialty work where he deals with individuals who have been involved in abuse or incest.

David's unique sense of humor will bring his many stories to life as he explains his unique approaches to each therapy.

The upcoming June issue will also feature a bodywork article on Yoga and -- and if we can get all the parties to agree -- a great article on negotiation will also be coming up next month.

Michael L. Phillips
Publisher

INSIDE

- ✓ A New Contest
- ✓ NLP vs. Contemporary Communication Theory
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- ✓ Product Reviews

Storytelling for Withdrawn Clients A Case Example

By Stephany Joy

One of my most challenging counseling cases involved a young adolescent girl who had been physically and sexually abused over a period of years. She was finally removed from the family by the Division of Children and Family Services and placed in foster home care. When she came to her first counseling session she was mute, would not make eye contact, and would not speak or respond to me in any way. The challenge of winning this young person's trust, when her life experience had taught her that people only hurt and abused her, seemed insurmountable.

After several futile efforts to establish communication with her, I decided that the Ericksonian use of storytelling and metaphor was my best hope of "getting through." I needed to communicate my caring, acceptance, and determination to "hang in there" and help. I began pacing with her respiration, mirroring her body language, and slid into the following "story:"

"It's important for you to know that it is perfectly okay for you to sit quietly in our counseling sessions. You don't have to talk, or DO anything you don't want to. The time is yours, to do with what YOU want, and I respect your needs for quiet and privacy. And if you don't mind my talking a bit, I'd

like to share with you that I know about privacy, because one of my favorite things to do is to take a walk in the evening, **ALL BY MYSELF**. I look forward to my walk all day. It is my own special time of peacefulness and regeneration.

I like to walk a mile or so to the east, and then back to the west. That way I can see the sun set and enjoy the colors...all those pinks and purples...so glorious that if you painted them, no one would believe they were real! Sometimes I like to close my eyes and listen to the crickets...the bullfrogs...and the birds. There is a special rhythm to their evening noises. And there begins to be a quietness as everything readies for the night-coming, and rest.

I notice things when I am walking that I had never noticed before...and would never have noticed had I not walked alone. Like the way, when you walk down into a valley, the air gets cooler on their skin. And as you walk upward, the air gets warmer. It's amazing...if you had no eyes you still would be able to KNOW whether you were on a hill or in a valley by the

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"There are people who'd rather crucify you than see their world view destroyed."

- Dr. Rubik

FEEL of the air...the temperature. We "know" things in many ways...and my walks help me to know about life in DIFFERENT ways.

Another thing I get particular joy from in my walks is seeing the wildflowers that grow beside the road. Flowers I would never have seen, and that most people never see when they speed by in their automobiles. I always feel particularly PRIVILEGED...and a particular sense of reverence as I see these flowers that perhaps no one else has ever noticed.

You see, these are very special flowers, because they have grown untended beside the road. Not like your ordinary garden rose that is watered, and fertilized, and carefully covered during the cold winters. These wild-flowers grow ALL BY THEMSELVES, and I admire their particular STRENGTH and hardiness. I see their BEAUTY...their savage desire to exist. And it thrills

me in a way nothing else ever could. I feel so privileged to see their special beauty and strength. Others see only what they think are "weeds" beside the road, because they don't take TIME to LOOK. But I can see the living flower, the one that grows within the tangle of weeds.

And although I enjoy those flowers, I would never NEVER pick one...because it has struggled so hard to grow, and is so beautiful as it is. But I SEE it every day. I watch its growth and CHANGE. And I rejoice in its life and existence.

In some strange way...not only do I feel privileged to see...but also imagine the flower must surely benefit from MY SPECIAL CARING and appreciation. That perhaps no one else sees the beauty of its growth efforts...but I did, and I RESPECTED....

So I enjoy those walks...all the sights, and sounds, and SECRETS...."

And with this, the client started speaking in a very soft, almost inaudible voice about "weeds" choking out the flowers. And therapy began....

Note: As a postscript to the case description, you may be interested to know that I have terminated therapy with this young person. After about 2 years of counseling, during which we struggled through a variety of issues (including multiple personality experiences which responded magnificently to reframe -- but that is yet ANOTHER article!), she is now getting ready to graduate from college this month and functioning very well.

Stephany Joy is an Associate Professor at Western Illinois University's Counseling Center in Macomb, IL 61455.

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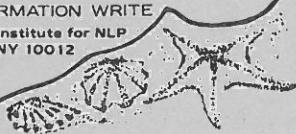
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The Bodywork Series: The Feldenkrais Method

Note: This is the fourth installment in our bodywork series. Last month featured Massage and next month we will discuss Yoga.

By Jack Heggie

My client May lay on her side on the table. Sitting just above her head, I had placed one hand on her neck, and was gently pulling her head upward in the direction of her spine. It was her seventh session of Feldenkrais Functional Integration, and the lesson appeared to be going well.

Suddenly, May stopped breathing, and began to squirm uncomfortably. I quickly removed my hands.

"Is that painful?" I asked.

"No, but it makes me very uncomfortable," she replied.

I was immediately struck by her tone of voice. May was a mature, 38-year old woman, with a responsible professional position in a medium-sized company, but her voice sounded as if it were coming from a 6-year old. And a very scared 6-year old at that.

I sat back, took a deep breath, and mentally shifted gears. I had been earning my living as a Feldenkrais Practitioner for over 4 years, and I was just a few days shy of completing my NLP Master Programmer training. I recognized that I had a situation with May that called for the use of NLP.

I moved my stool around to the side so that I could look at May's face. She looked scared. "What's going on in your head?" I asked, while watching her eyes for accessing cues. She looked up, a visual access, but said that she wasn't sure. "You see something," I told her, "can you tell me what it is?"

I waited for almost a minute for the answer, which came in that same scared, little girl voice. I listened as May told a long, involved story of child abuse. Over the next few weeks, I continued to work with her using the Feldenkrais Method and NLP. The Feldenkrais work that I had done earlier seemed to have uncovered or somehow made it OK to talk about the child abuse. Once the incidents were uncovered, the NLP techniques that I had been learning seemed to be able to quickly defuse the trauma of the childhood incidents. Afterwards, May told me that she felt like a different - better and more effective - person.

Just what is the Feldenkrais Method? The method is a kind of psychophysical education, or, as it is known informally, as "bodywork," even though practitioners consider the word a misnomer. The method was developed by Moshe Feldenkrais, D.Sc., in the middle part of this century. As a result of a crippling knee injury in his early twenties, Feldenkrais was forced to learn to use his body in the most efficient way in order to learn to walk again. During the course of his investigations into how human beings learn to move, he was led to consider how the whole body, and in fact the whole person, is involved in every act we perform. He was successful enough in his endeavor to obtain a black belt in Judo (being one of the first Europeans to do so). He established the Judo Club of France, which was the largest Judo organization outside of Japan for a long time, and he taught Judo for many years.

In 1949, Feldenkrais published *Body and Mature Behavior: A Study of Anxiety, Sex, Gravitation and Learning*. In the book, he uses the known facts of anatomy, physiology, and psychology to prove analytically that particular connection between the mind and body. He shows that the

emotional state known as "anxiety" is the mental correlate of a particular physical state which he calls "the body pattern of anxiety." With his work in Functional Integration and Awareness Through Movement, he demonstrated this idea experientially by relieving people of their anxieties.

In fact, said Feldenkrais, it is only in words that we make a distinction between "mind" and "body." In reality, the mind and body are just two aspects of the indivisible, whole human being.

His book was years ahead of its time, and even today, it is little known and even less appreciated.

For myself, I have come to think of the Feldenkrais Method as "working with the self through movement and touch," and of NLP as "working with the self through talking." This kind of description avoids falling into the trap of speaking of the "body" and the "mind" as two different entities.

Toward the end of his life, Feldenkrais spent a lot of time teaching and working in the United States. He became well known for his cures of those with disabilities arising from strokes and severe accidents, as well as for his work with such famous people as the guitarist Narciso Yepes, the violinist Yehudi Menuhin, the basketball player, Dr. J, and others.

In practice, the Feldenkrais Method consists of two branches, the group work known as Awareness Through Movement, and the individual work known as Functional Integration. In Awareness Through Movement, the students sit or lie on the floor and the teacher directs the students verbally through a sequence of movements that

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"There is no cure for birth and death save to enjoy the interval."

- George Santayana

allow them to gently explore some aspect of their physical functioning. At the end of a lesson (which usually lasts about an hour) students report that they feel taller, lighter, more balanced, their breathing and posture have improved, and that many aches and pains have diminished or disappeared entirely.

Dr. Feldenkrais invented several thousand of these ATM exercises, and so it is possible to study for years and not repeat an exercise.

In Functional Integration, the client lies clothed on a padded table, and the practitioner uses his hands to guide him to improved posture, breathing, movement and balance. No force is used in Functional Integration, and as a result there is rarely any pain during a session.

When a new client comes for a lesson, the practitioner conducts an interview, asking what he or she wants. Many clients come for relief of pain arising from an accident or sports overtraining. Others complain of depression, tiredness, or shallow breathing. Still others come seeking improvement in the ability to play a musical instrument or wishing to improve in some athletic endeavor. After the interview, the practitioner has a close look at the client, noticing for example, if one hip is higher than the other, if the breathing seems unusually restricted, or if the hips are rotated with respect to the shoulders.

The visual examination is supplemented by touching to feel if muscle groups are too tight or too loose. The

"The coward regards himself as cautious; the miser, as thrifty."

- Publilius Syrus

"For every complex problem there is a solution that is simple, neat, and wrong."

- H.L. Mencken

client then lies on the table and the practitioner uses the methods of Functional Integration to bring the client's body back to a better level of organization by improving their posture, breathing, and balance. The method actually reprograms the brain to direct the muscles to move in the most natural, efficient way.

I first became interested in NLP after hearing some of my Feldenkrais friends talk about it. A short introductory seminar honed my interest, and I enrolled in a Programmer Training and later in a Master Programmer Training.

As I progressed in the training, I began to see some very interesting similarities between the Feldenkrais Method and NLP. On the surface, the two are very different. In a Functional Integration lesson, the important work is done by touch and movement, and verbal communication between teacher and student is kept to a minimum. In NLP, of course, almost the opposite is true.

However, beneath these surface differences lie some striking similarities. Both methods work with patterns - one with patterns of movement, the other with patterns of thinking - and the object is to increase the number of patterns available to the client, and the flexibility to use them.

Another similar idea pervades both methods. In NLP, one of the goals of the work is to be able to be congruent in your actions. Feldenkrais arrived at virtually the same idea which he described as being uni-intentional. The fact that the same idea arises from the study of both "physical" and "mental" processing indicates that it is a fundamental aspect of proper human organization.

The Feldenkrais Method and NLP also complement each other in other ways. For example, once when doing an NLP session with a client, she became stuck in such a distressing emotional state that I thought she was

going to actually pass out. Sitting down, she had slumped over until her head was almost on her knees. In this position, she was barely able to breathe. Using my hands on the front and back of her chest, I brought her upright and held her up until she had taken a few deep breaths. She came back to a more resourceful state, and we were able to continue the session. It was one of the clearest and most dramatic examples of mind/body unity that I have ever seen.

In fact, if a client gets stuck in Functional Integration, I usually advise them to do some NLP. Conversely, if a client gets stuck in NLP, I advise some Functional Integration or Awareness Through Movement. Or, I tell them what Lynne Conwell told me some years ago, when I was talking my Programmer training: "If you are serious about personal change, I advise you to do some bodywork along with your NLP." I couldn't agree more.

But for me, the most important thing about the Feldenkrais Method and NLP is that they allow access to a level of human functioning that has not been available before. They allow one to change and become a better, more effective person in fundamental ways "to realize your unavowed dreams."

I have found NLP to be useful in my Feldenkrais practice in several ways. The first way is in simply communicating with my clients. Establishing good rapport helps the lessons go smoothly. The second way in which I find NLP particularly useful is in dealing with emotional issues and repressed trauma that sometimes arises during the course of a lesson. And also, in my breathing work, I have used some NLP ideas to teach students how their emotions and their breathing effect each other, and how to control negative emotions by working with their breathing.

But one thing that I have learned from the study of NLP goes beyond techniques. It is a kind of tolerance. After

becoming aware of my own patterns of metal processing, and seeing (not feeling or hearing!) how others process information, I have started to be able to accept their patterns as neither better or worse than my own.

I have come to see the Feldenkrais Method and NLP as two sides of the human coin. The Feldenkrais Method deals directly with physical events - with posture, breathing, movement, the proper alignment of the skeleton to produce efficient support in the field of gravity, and so on - and indirectly with mental events - with thoughts feelings, visualizations, and so on. NLP, on the other hand, deals directly with mental events and indirectly with physical events. The two methods are complementary, and between them it should be possible to deal with the whole range of human experience.

Finding a Feldenkrais Practitioner: The Feldenkrais Guild publishes a directory of its members, all of whom are graduates of the Feldenkrais

Professional Training Program. To obtain the Guild Directory, call or write: The Feldenkrais Guild; P.O. Box 11145; San Francisco, CA 94101, USA (415) 550-8708.

About the author: Jack Heggie is a graduate of the Feldenkrais Professional Training Program, and a member of the Feldenkrais Guild. He is the author of *Running with the Whole Body*, and *The Aware Skier*. He maintains a private practice in the Feldenkrais Method in Boulder, Colorado. He can be reached at (303) 449-8100.

"Nothing, not all the armies of the world can stop an idea whose time has come."

- Victor Hugo

"I assert that the cosmic religious experience is the strongest and the noblest driving force behind scientific research."

- Albert Einstein

THE BRAVE NEW WORD CONTEST

As a fribbler who gorman-dizes any information on NLP, I have not found enough words to satisfy my appetite. I have asked for a dithyramb from my friends but all they have given me is bafflegab. I know I am not a whiffler or a snollygaster, so please, please -- I am asking you to display your puissance to convince you to enter this contest. **

Participants must be Sybarites who enjoy taking concepts to the extreme. See page 16.

** Translation:

As a frivolous person who gluttonously devours any information on NLP, I have not found enough words to satisfy my appetite. I have asked for an exalted statement or writing in passionate praise of NLP from my friends but all they have given me is pretentiously unintelligible language.

I know I am not one that frequently changes his course or opinion, or a shrewd unprincipled person so please, please I am asking you to display your ability to coerce or sway your friends to enter this contest.

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Accounting for the Structure of Subjective Experience:

The Challenge of Neuro-Linguistic Programming to Contemporary Communication Theory Construction

By Joe A. Munshaw, Ph.D

IV. Rules Theorists' Approach to Subjective Experience

From the rules perspective, interpersonal communication is a process that involves developing, presenting, and validating individuals' self-concepts. This process is made possible because it occurs within a *structure* provided by a standardized code and network rules which guide how and where individuals can obtain consensus concerning their preferences in self-object relationships. It is through consensus among participants that behavior can be coordinated.

The *function* of human communication is the content of what is said or written, including the procedural rules needed to regulate consensus. The *structure* of communication is the content of what is said or written, including the procedural rules needed to regulate consensus. The *process* of communication, from a rules perspective, involves adaptation of rules to the specific task at hand (Cushman and Craig, 1976, pp. 37-58). Rules serve to guide behavior in communication, and they also constitute the significance of the communicative act.

Rules Theory provides a significant contribution to accounting for subjective experience because it offers a meta-perspective on communication and experience. Rules offer an *action*

theory requiring that human communication behavior be explained in terms of the *intentional* link between an individual's perceptions thoughts and behavior so that the agent's perceptions and thoughts explain why the behavior occurred (Dance, 1982, p. 92). To understand human behavior, we must know the concepts in which people form their intentions (Taylor, 1970, p. 60).

An important portion of subjective experience involves interpersonal situations (coordination situations from a rules perspective) where people seek to regulate and achieve consensus in the cooperation achievement of common goals. To the extent that an individual is aware of appropriate rules in a given interaction, that person's subjective experience is affected in several ways. The greater awareness of the rules, the clearer the perspective on how the game is played. Increased awareness of the rules allows for conscious choices that are more likely to achieve desired outcomes, than when such awareness is low or lacking. The achievement of desired outcomes in a given experience affects the qualitative assessment the individual makes of that experience.

Part of our subjective experience includes the fact the we are social beings who meet and interact with others. Within subjective experience is the notion that there are social rules that guide and constitute interaction. Rules Theory provides a meta-perspective which is very helpful in explaining this aspect of subjective experience.

The limitations of Rules Theory in accounting for subjective experience result from restricting inquiry to human actions that involve the coordination tasks which are guided and governed by standardized rules. Those portions of experience that an individual decides are nonapplicable or irrelevant in interpersonal contexts would fall outside of the scope of consideration provided by the rules

perspective. Three conditions must be present for a rule to exist: (1) two (or more) people do the same thing under certain conditions, (2) because both expect each other to behave in a certain way, (3) and each is aware of the other's expectations. Significant portions of subjective experience exit with one or more of these conditions absent. Thus, Rules Theory can be very helpful in the study of subjective experience in human communication but a full accounting for subjective experience must relay on incorporating other perspectives and approaches.

V. Pragmatic Perspective, General Systems Theory and Subjective Experience

The pragmatic perspective emphasizes that communication is functional, and moves analysis away from individual experience in order to look directly at behavior (Dance, 1982, p.197). From this perspective, subjective experience is of concern only as it is to be found in observable behavior. Relationships among members of a given social system are established and maintained by and through actions (behavior) toward and with one another. Behavior begets behavior.

The pragmatic perspective offers an analysis of behavior in interaction sequences that are patterned and occur with degrees of probability greater than chance. Behavior is considered systemic in that the behavior of one individual affects all other parts of a given system. Hence the pragmatic injunction -- If you want to change a relationship, change your behavior; the other(s) will have to adjust their behavior to the changes in your behavior.

Although the pragmatic perspective does not have much to offer by way of direct study and analysis of subjective experience, it indirectly can be helpful in several ways for such a study. For example, the perspective points toward two dimensions of all communicative behavior: *content*

and *relationship*. Content refers to data or information that can be validated as true or false. Relationship is data or information about how to interpret the content or how the content is to be taken. Thus, all communicative behavior involves communication (content) and meta-communication (relationship). This helps to clarify much that occurs in subjective experience when we create messages about objects or events *and* also have to deal with the fact that others may or may not interpret our messages the way we intend. Our experience is guided, then, in taking care to create messages that both accurately convey our reality and that will have a desired effect on our listeners.

The pragmatic perspective can be quite powerful when used by communicators themselves to direct and guide their own subjective experience. One can focus attention on one's own behavior and the behavior of others as data. One can observe the patterns of behavior in sequences of acts, interacts, and double interacts, etc. One can observe how a change

in behavior affects an entire system. Practices in such observations can lead to new choices and directions for behavior. All of this can have a profound effect on the individual's subjective experience through enhanced self-concept, a greater sense of power and freedom, and heightened sense of awareness and responsibility.

VI. The Neuro-Linguistic Programming Model and Subjective Experience

NLP is a model of communication and change developed by Richard Bandler and John Grinder in the mid-1970's (see Bandler and Grinder - *The Structure of Magic Volume I: A Book About Language and Therapy*; Grinder and Bandler - *The Structure of Magic Volume II: A Book About Communication and Change*; Bandler and Grinder - *Frogs Into Princes: Neuro Linguistic Programming*; Dilts, Grinder, Bandler, and DeLozier - *Neuro-Linguistic Programming: Volume I, the Study of the Structure of Subjective Experience*). More precisely, NLP is a meta-model because it is a model of modeling. Firmly grounded in the

concepts of process and behavior, NLP postulates that one can observe the behavior of another and then model that behavior to achieve the same results that person is achieving. One of the keys to modeling the behavior of others is to break that behavior down into very small units (NLP utilizes the term chunking down). Once these units are learned behaviorally and put into sequence, anyone can achieve the same outcomes of the people that they are modeling.

For example, the NLP model has been applied in teaching the strategies of good spellers to people who are poor spellers as discussed earlier in this paper.

Bandler and Grinder argue that it is usually more effective to model the behavior of someone who is "successful" than to ask that person how they do it. Usually they do not know how it was done, or if they do know the "how to" often they have difficulty chunking down the behavior into

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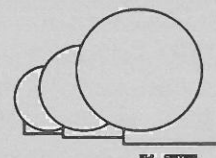
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A young man who lived in a small inland village in Greece had never been to the ocean and wanted to learn about it. He spent hours and hours in quiet libraries reading books that explained and described the ocean and he learned many things about it. He could describe its size, name the creatures that lived in it, and he even knew the colors the setting sun cast on it at the end of the day. His mind was filled with all sorts of wonderful impressions and images of this thing called ocean.

Then one day, he was invited to take a journey to the coast. When he arrived, the sun was setting over the water. The sound of the breakers, and the splashing foam was magnificently beautiful. He ran down to where it lapped against the shore, dipped his hands into it, and brought some of the salty water to his lips. Taking off his shoes, he walked into the ocean, and felt the water gently pull the sand out from under his feet. As the water swirled around his legs and feet, and the rich colored sunlight danced off the water into his eyes, he thought to himself, "So this is the ocean!"

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small enough units so that it can be communicated and taught to others.

In their own work in developing the NLP model, Bandler and Grinder spend considerable time with Virginia Satir and the late hypnotherapist, Milton Erickson, observing their communication behavior in working with clients.

The NLP model can be utilized for examining the correlations between what persons experience as the external environment and their internal representations of that experience. From our own experience, we know that we use our senses to gather data from the environment (Ve's, Ae's, and Ke's as discussed earlier). We also know that we continually create internal representations in the form of Vi's, Ai's and Ki's. Through careful observations of others, we can begin to determine when they are scanning the environment for sights, sounds, and touch; we also can determine precisely when they are in the process

of creating pictures, sounds, and feelings internally.

Perhaps the most dramatic, and one of the most useful discoveries made by Bandler and Grinder is the observation of patterns of eye movements as individuals access information internally (see *Frogs Into Princes*, pp. 24-34). Bandler and Grinder realized that often when our eyes are open we are not seeing what is happening around us, but are actually "inside of our heads." By asking questions of individuals that would invite them to attempt to access internal information and then carefully observing their patterns of eye movement as they pondered and then answered the questions, Bandler and Grinder discovered a high degree of regularity in the behavior of individuals. When people are accessing visual information, creating pictures internally (Vi's), their eyes shift upward. In some instances when the visual information can be accessed very easily, the eyes tend to de-focus rather than shifting up. Additionally,

Bandler and Grinder discovered they could determine whether individuals were creating Vi's that were based on remembered images or were based on constructed or created images. For virtually all right-handed people and most left-handed people, when we want to recall or remember something that we have seen, our eyes shift up and to the *left*. For example, if someone asks us to describe the coverlet or quilt that is on our bed at home, we likely will move our eyes up and to the left to recall that visual information. For most people, when constructing a visual image of something we've never seen, our eyes shift up and to the *right*. For example, if you are asked to imagine what it would look like for your boss to be riding in a barrel over Niagara Falls, your eyes likely would move up and to the right. This information on eye movement in remembered and constructed images has been utilized successfully by law enforcement officers in interrogating suspects (*St. Louis Post-Dispatch*, January 29, 1987, p. 21)

When most people access internal sounds (Ai's), their eyes tend to shift laterally to the left and right, and sometimes down and to the left. To construct a sound or spoken word that has never actually been heard, the tendency is to move the eyes laterally to the right. This might be done when one is imagining what the President of the United States would sound like delivering a speech in a high soprano voice. To *remember* a sound, the eye movement is laterally to the left, and often in recalling a conversation the eye movement is laterally to the left or down and to the left.

When internally accessing kinesthetic information (Ki's), individuals shift their eyes *down* and to the *right*. This movement might occur when one is asked to recall stroking the soft, warm fur of a kitten, or to remember the feeling of being on a roller coaster when it begins to plunge downward after reaching the top of the first steep hill.

Individuals are very consistent in their eye movement patterns (L.S. Birholz, 1981; J.S. Ellickson, 1983). Thus, if you ask a person a number of questions requiring him or her to access internal V-A-K's, fairly quickly you can begin to accurately predict the different kinds of internal representations the individual is creating. One caution is important in making generalizations about people's eye movement patterns: some left-handed people will look up and to the right for visual recall, up and to the left for visual construct, lateral and to the right for auditory recall, and lateral and to the left for auditory construct (C. Andreas, 1983; R. Beale, 1981; and F.J. Dorn, 1983).

Although the eye movement patterns as indicators of internal information processing are so striking because of their accuracy and their relatively

easy detection with just a little practice, other types of nonverbal behavior also are utilized by the NLP model to provide information about others' internal states. Changes in breathing patterns, posture, skin color tones, thickness of lips, and flaring of the nostrils are all indicators which point toward different specific internal representations -- V-A-K's (R.R. Appel, 1981; R.E. Mauer, 1982; and D.D. Thomason, 1984).

It is also possible to learn much about the subjective experience of others through careful listening to the predicates they are using as they speak. Our language offers clues to our preferred or dominant patterns for processing information. Although almost everyone relies on visual, auditory, and kinesthetic data gathered externally, and creates internal pictures, sounds, and feelings to remember or construct representations, we tend to prefer one mode over the others, and become more proficient in using that mode. For example, some folks have great ability to remember what they see, but might have difficulty recalling what they have heard. Others might be just the opposite. If you ask people, In looking at traffic signals, the lights usually are colored red, green and amber. Which color is usually on the bottom? Most people will immediately give an accurate answer; however, people who are predominantly auditory or kinesthetic might have considerable difficulty in recalling the answer to this visually oriented question.

Individuals who prefer the visual mode will often speak using predicates such as: Let's *see* now, It *appears* that our solution is..., Can't you just *picture*, It *looks* good to me, My future *looks* bright... Those with an auditory preference will speak with predicates such as: It *sounds* good to me, ...clear as a *bell*, You never can *tell*, I *hear* you. Finally, those with a kinesthetic preference often will utilize predicates such as

It's *rough* to get a *handle* on the problem, ...so we can *smooth* out the *rough edges*, It's *hard* to get a *feel* for what's happening here.

With some practice in careful attending to the patterns of predicates that others use, it is possible to know much more about how and what they are experiencing (Billups, 1984; Graunke, 1981; Sharpley, 1984).

In approaching communication from an NLP perspective, *sensory systems* have much more functional significance than is attributed to them by classical models in which the senses are regarded as passive input mechanisms. The way we sequence representations (V-A-K's) will dictate the significance that a particular representation will have in our behavior, in much the same way that sequencing words in a sentence will determine the meaning assigned to particular words.

Often people develop strategies for creating the kinds of subjective experiences they want through trial and error, and this can leave one with the sense that experience (moods, feelings, ideas, notions) is controlled by the environment, by circumstances, or by others. For example, many people believe that others make them happy or make them angry.

In the last 2 decades, much work in counseling, psychology, and popular psychology has gone toward developing and communicating the notion that people can be responsible for what they experience and that they can take charge of their experiences. People can create internal pictures of internal monologues which will alter the sequence of V-A-K's and thus change experience. An example comes from folk wisdom: "If somebody says something to you that you don't like (Ae), and you feel tension and anger rising up inside you (Ki), you don't have to fly off the handle and hit them or say something you'll

[Continued Page 13 ►]

"It's a poor sort of memory that only works backward."

- Lewis Carroll

Product Review:

Building Better Relationships NLP Made Easy - Tape 1 (Audio) By Tim Hallbom and Suzi Smith

Metamorphosis Press \$7.95
P.O. Box 10616
Portland, OR 97210 USA

This tape is an excellent *introduction* to understanding and building rapport skills. It is narrated by Suzi Smith and Tim Hallbom who are also longtime NLP training partners. Their practiced association is evident. The ideas in this product flow unpretentiously to the listener, *allowing* for learning to take place.

After a brief history of NLP, the reader is introduced to the idea of pacing and then the rest of the tape is spent explaining the necessary ingredients to build rapport. The tape is a useful primer for the novice NLPer and also for individuals who "need" these skills but are unlikely to pursue NLP as a field of study. One need not know NLP jargon to benefit from listening to this tape.

The idea of rapport is established throughout the tape by the use of many clues and hints. For example, when dealing with an angry customer, match the volume and tone of their voice as you respond (for just the first few words) and then lead them quickly to a lower volume and intensity. Otherwise you feed into their anger.

This tape provides the listener with a tour de force of rapport building skills that is just shy of an informational whirlwind. Smith and Hallbom cover a lot of territory but all of the important aspects are there: mirroring postures - matching tempo, volume and tone of speech - representational systems - breathing and predicate matching.

The producers also used verbal vignettes very effectively in this product. Skills are first explained and then role played by Smith and Hallbom in real life situations. Some typical scenes covered are job interviews, dealing with customers, and co-worker communications. The vignettes are also framed with appropriate background sounds which give each setting the right tone - a nice touch that makes the product more real.

I lent this tape to a non-NLPer friend who is changing his career from computers to selling insurance. My thinking was -- this would be a good product test, *plus*, might save me from lending him money in the future. As with many other professionals, the idea of rapport had never occurred to my friend. However, he played the tape three times and was quite pleased with what he had absorbed. "It really woke me up. I was fascinated with the information." He is also now aware there is much yet to learn.

Even though chock full of ideas, *Building Better Relationships* is best thought of as a general primer of rapport skills. It does not even pretend to approach expert status. Its scope while not deep, is excellent for stretching perceptions and stirring curiosity among individuals who will delve deeper later.

Now if I could only get my tape back without buying insurance...

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Book Review:

Beyond Selling - How To Maximize Your Personal Influence

By Dan S. Bagley III & Edward J. Reese

Meta Publications \$19.95

P.O. Box 565

Cupertino, CA 95015

Business has gotten tight. The old glad hand, flashy suit, and bucket full of flattery are now cartoon images of a sales force gone by. What is needed now are people with finely honed communication skills who can "know" what their customers want. Unfortunately, few books have attempted to wed NLP and business until now - *Beyond Selling* does it and does it well.

Let me warn you up front, if your sort is for "get rich quick and then out of town" you will probably hate this book. First off, *Beyond Selling* reeks of integrity. It is written by individuals who understand that true business success evolves from long term relationships. In fact, the first portion of the book is devoted to clarifying the sales relationship. The authors place great emphasis on defining the context of the sales relationship **BEFORE** you even start contacting customers.

The reader is encouraged to clarify their own role in the "sales relationship" and given guidance toward establishing sensory based goals and boundaries for themselves. Manipulating others into buying is short term ego based activity. Rather, *Beyond Selling* is about creating, servicing, and maintaining long term business relationships. The difference is **success**.

NLP aside, this is a first rate book that addresses the seldom recognized inner workings of business. Hidden issues such as corporate protocols (what to do, to whom, when, and how) will often have more to do with an individual's success ratio within a

given company, than attention to the fabled "bottom line." Every sales opportunity to an extent, is like being a stranger in a foreign land; everything you do affects your outcome. The authors identify the unspoken processes of business and neatly match NLP techniques to them.

Although NLP techniques are used throughout, it is *not* an NLP book. It is first a book about the business of selling, and second about how NLP can be used in that context. NLP skills such as gaining rapport, identifying needs (outcomes), symbols (anchors), and strategies are all contextualized to selling. Many intriguing procedures are given that the reader can generalize into their own situations. For example, try anchoring a business gift to a specific predisposed behavior-such as recommending your services to others.

This book address all aspects of the sales process and how the inter-relationships operate best. Some of the general areas included are:

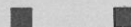
Gaining Rapport, Identifying Needs and Establishing Criteria, Harnessing Objects, Offering the Plan, Responding to Objections and Following Up on Leads. A section is also devoted to understanding setbacks where the authors stress how setbacks provide valuable input to strengthen both the "system" and the individual.

The authors also introduce two visual aids that could be quite helpful:

The first is a Criteria Sorting Grid. This grid is used to gather data after your encounters with a customers (providing you listen carefully and ask appropriate questions). This tool makes it easier to pace the client's mode of reality and turbo charge your pacing skills.

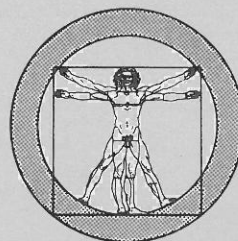
The second tool is a Cost/Time/Quality triangle which allows the customer to prioritize these three important variables. By placing a dot within the triangle a visual relationship is established between the three criteria. A specific instance is cited where a construction client changed the position of the dot within the triangle. By moving his dot, he realized that HE changed the thrust of his project.

Finally, unlike many "business books," this one is narrated with humanity and humor. With sensory acuity, NLP based skills, and the insights gleaned from this book, one should be able to increase their sales potential dramatically. This book is a must for your library...highly recommended to people who love success.



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regret. Just silently count to ten (Ai) before you say or do anything; usually you'll calm down."

The NLP model has the precision to move beyond folk wisdom to offer specific strategies for changing subjective experience to achieve desired outcomes. Because of its grounding in observing behavior and its process-orientation, it provides for continually utilizing available feedback. When people know how and when to add, subtract, or alter V-A-K's, they very quickly and dramatically change their subjective experiences, and thus their behavior. *Using Your Brain--For a Change* (Bandler, 1985) offers specific how-to instructions for easily and rapidly changing fear, phobia, and trauma experiences, and for quickly creating the internal changes necessary for habit control.

Because the NLP model is fairly simple to understand, and because it works in incredible regularity to produce quick and dramatic changes, many people who master the model have turned their efforts into being practitioners rather than building theory or conducting controlled experiments to verify different aspects of the model. Most NLP books and much NLP training is designed for specific hands-on application (Cameron-Bandler, 1985; Cameron-Bandler, Gordon, and Lebeau, 1985a & 1985b; Cameron-Bandler and Lebeau, 1986; Cleveland, 1984;

King, Novik, and Citrenbaum, 1983; Laborde, 1983; McMaster and Grinder, 1980; Moine and Herd, 1984; Richardson and Margullis, 1981; and Yeager, 1985). Primarily the applications of NLP are being used in education (Harper, 1982), business (Laborde, 1985), and therapy (Bandler, 1984; Gordon, 1978).

In the decade of the 1980s a small but growing list of published studies and dissertations is appearing concerning NLP. About 50 Ph.D. and Ed.D. dissertations have focused on different aspects of NLP. Primarily these have been conducted in psychology, counselor education, and educational psychology programs. For an excellent overview of the strengths and weakness in the research literature on NLP, see Einspruch and Forman, 1985.

The field of speech communications in its formal literature has done little to test, recognize, or utilize the NLP model either in teaching courses that prepare our students as professional communicators or in theory building. A major purpose of this paper is to introduce speech communication scholars to the possibilities of NLP in theory construction. As more research is generated and more information becomes available on NLP, what is now a very useful and powerful communication model can possibly become an important focus for larger theoretical perspectives.

VII. Conclusion

Within the field of speech communication, much of the theory construction currently is carried out by scholars who work from the perspectives of phenomenology, constructivism, rules theory, and general systems theory (the pragmatic perspective).

To significantly advance the contributions of the communication theory, it is important to account for the structure of subjective experience as it relates to observable com-

munication behavior. As discussed in earlier sections of this paper, each of the four theoretical approaches offers both positive contributions and definite limitations in accounting for subjective experience.

NLP offers a model of communication that is powerful in its accuracy in describing and predicting communicative behaviors. It is possible that NLP can broaden the perspectives of scholars working within specific theoretical perspectives, and allow them to utilize their perspectives in ways that will better explain the role of subjective experience in the communication process.

For the phenomenologists, NLP opens the door to serious consideration of unconscious and out-of-awareness processes in subjective experience. For constructivists, NLP offers the possibility of analyzing more closely how specific persons apply specific constructs in specific situations which result in specific behavior. For rules theorists, the NLP model provides a challenge to consider those aspects of experience that are not grounded in coordination tasks, so that the interface between the interpersonal and intrapersonal realms can be more convincingly explained. For scholars utilizing the pragmatic perspective, NLP as a model can be very helpful in providing more precise explanations of how behavior begets behavior.

Because Neuro-Linguistic Programming provides strategies and skills that work with remarkable results for persons seeking to become more effective communicators and for individuals who seek specific changes in their lives, it is going to play a larger and larger role in communication instruction both within and outside of academe. As researchers and scholars in other fields are now moving to study and test its assumptions and claims, it is likely that communication scholars will begin to conduct studies of our own. My hope that those of us in speech communica-

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tion will not become so caught up in NLP's practical applications, that we fail to realize its great potential to inform and guide our work in theory construction.

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July 8-10 Advanced Hypnosis

AUSTRALIA

GRINDER, DELOZIER & ASSOCIATES

200 7th Ave., Ste 100 - Santa Cruz, CA 95062 (408) 475-8540

June 4-6 Negotiations (Melbourne)
June 8-12 Personal Editing (Sydney)

CANADA

CENTRE QUEBECOIS DE PROGRAMMATION NEURO LINGUISTIQUE

180 Victoria - Longueuil, Quebec J4H 2J5 CANADA
(514) 679-3571

June 13-17 Advanced NLP Training I

NLP COMPREHENSIVE

2897 Valmont - Boulder, CO 80302 (303) 442-1102

June 24-27 Master Practitioner Certification
Training begins (Vancouver, Canada)

NLP OF OTTAWA

338 First Avenue - Ottawa, Ontario K1S 2G9 CANADA
(613) 232-7782 or in Toronto (416) 283-3461

June 25-26 Introduction to NLP
June 27-July 19 Practitioner Training
June 27-July 19 Master Practitioner Training

EUROPE

INTERNATIONAL IV NLP

Box 529 - Indian Rocks Beach, FL 34635 (813) 596-4891

July 4-24 21-Day NLP Residential Training &
Certification (Amersfoort, Holland)

**Inclusion in Anchor Point's
Current Events Session is Free
Make Sure We Get Yours By The 25th of the
Month!**

BRAVE NEW WORDS CONTEST

We were sitting around gormandizing (pigging out on beer and pizza) when the idea first occurred...sure NLP is effective but the jargon can be so heavy. **Lite NLP!** That's what we need. Try letting *Neuro-Linguistic Programming* roll off your tongue rapidly four or five times. Now, don't you feel just a little heavy? And how about *Transderivational Search*, which personally has always made my mouth hurt. Why not call it "ghost rustling" or maybe "Y.E.S. (yonder evolutionary selection)?"

Admit it, you've probably always wanted to invent a new term...now is your chance to become a prominent wordmaster and win something for your efforts.

RULES:

1. Create your own 1-5 word NLP phrase or label of an NLP concept that you are particularly fond of.
2. Explain what your phrase or label means and how it relates to NLP.
3. Include your name, address and phone number with your entry.
4. Entries postmarked on or before August 30, 1988 will be accepted.
5. Your entry into the contest grants your consent to publish your entry in future issues of Anchor Point.

JUDGING:

1. Entries will be judged on their entertainment value and how well the entry ties into the realm of NLP. Creativity, irreverence and fun are the criteria for this contest (if you hadn't guessed already).

PRIZES:

The top 2 Wordmasters (winners) will each receive a video tape by the Impressions Collection (**The Quiet Garden** or **Reflections in A Forest**). (Note: These video tapes will be reviewed in the June issue of Anchor Point.) 2 runners-up will receive copies of the new Real People Press book, "Change Your Mind and Keep the Change."

Send Entries to:

Anchor Point
Brave New Words Contest
P.O. Box 26790
Lakewood, CO 80226

"Too much rest is rust."

- Sir Walter Scott

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