



UNIT-7

Introduction to Neuro Linguistic Programming

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Understand the functions Neuro Linguistic Programming
- ✓ Use NLP to develop a deeper rapport with others

Unit 7

Introduction to Neuro Linguistic Programming

Defining Neuro Linguistic Programming

What does Neuro Linguistic Programming mean? Well, let's break the three words into separate parts.

Neuro

The first part of NLP means our brain. NLP assumes that all behavior comes from and is controlled by the brain.

Linguistic

These behavior processes are represented by the ways that we communicate: our words, our non-verbal signals, and our body language.

Programming

Since we are in charge (consciously or unconsciously) of communicating these processes, we can choose to change how we represent the signals coming from our brain. This set of representations is called a

strategy.

Neuro + Linguistic + Programming =

Putting it all together, neuro linguistic programming means:

- Ñ Thinking about thinking
- Ñ Studying how we structure our experiences
- Ñ Determining what strategies work in a way that can be modeled, documented, and reproduced
- Ñ Creating a way to teach our subconscious – much like how we learn how to walk and talk

So What Does it All Mean?

In other words, NLP is about identifying the ingredients for success and documenting that system and applying those to improve how we interact with the world. By changing the core of our linguistic system (the unconscious), we can create real change and evolution and get where we want to go. We can also share these systems with others to help them achieve excellence.

Because NLP is so broad and generic, you can apply it in almost any situation. Some examples:

- Ñ Coaching and inspiring others by helping others look closely at their interactions with the world

- Ñ Identifying how you experience different relationships and how that compares with your ideal outcome for those relationships
- Ñ Sharing feedback in a positive, constructive manner that generates real change
- Ñ Accepting who you truly are and identifying areas that you would like to grow in
- Ñ Manage your thoughts and feelings so that you feel in control of your environment

Test Your Knowledge

Can you think of ways that you might use NLP in your life?

A Brief History

NLP originated in the 1970's at the University of California. Drs. Richard Bandler and John Grinder began to study how certain therapists got the results that they did. What separated them from the others? What made them excellent?

Their research quickly took on a life of its own, and the first two volumes of the original NLP textbooks (Patterns of the Hypnotic Techniques of Milton H. Erickson, Volumes One and Two) were published in 1975 and 1977. (Milton Erickson was the founder of clinical hypnotherapy and is considered an industry leader.)

Throughout the 1970's, NLP's popularity increased. More works by Bandler and Grinder and their development group were published.

However, in 1980 Bandler and Grinder parted, resulting in two decades of legal controversy and copyright issues. During this time, NLP theories were distorted and fragmented, resulting in questions about its credibility and effectiveness.

Luckily, Grinder continued on with his work while the legal issues were in court. When the legal cases were finally resolved in 2000, Bandler and Grinder were able to agree on the ownership of NLP and how to present it. This has resulted in a resurgence of the theory in its true form, with improvements and modifications from the original developers. As well, regulatory and certification bodies have been formed to help resolve the credibility issues seen in the 1990's.

Understanding Common NLP Terms

Before we get into the nuts and bolts of NLP, we would like to clarify some common NLP terms.

Belief

Something that we hold true based on feelings rather than facts.

Values

A *map* that helps us evaluate incoming information. Values are typically tied to our *beliefs*.

Chunk

A group of related information that a person can process as a single entity.

Context

Also known as a *frame*, this is the lens through which you perceive things. This lens can be distorted by many different factors. NLP can help you identify the context and respond appropriately.

Conscious

The part of the mind that you're aware of and that is accessible to you. This is the part that might be thinking about what you're learning, or it might be running through your grocery list. The conscious mind can hold five to nine *chunks* of information (called the 7 ± 2 rule).

Unconscious

This simply refers to any area of the brain that we aren't aware of at any given moment, such as the part that controls your breathing, or the part controlling your language centers that are interpreting these words. This doesn't mean you can't be aware of these areas; when I mentioned breath control, you probably became aware of how you're currently breathing.

NLP's definition of unconscious does not include Freud's ideas, or the concept of a subconscious as something other than the brain (for example, the soul or neuron memory).

Reality

Everything that exists outside an individual. Since this is based on perception (their internal reality), knowledge of external reality is always limited and never completely true.

Mental Map

An individual's representation of any given thing. All mental maps are, by definition, not completely accurate, out of date, and subjective. However, they are the best information that we have to go on. It is important to remember that the map is not the territory! Maps can be re-drawn and re-created.

Every behavior has a possible positive intention or impact.

Try seeing the best in people. Believe that they have some sort of positive intention behind their actions. If a co-worker is unusually nice to you, think, "What a great attitude!" rather than, "I wonder what they want?"

The positive intention might not always be conscious or even intentional. Perhaps this event is intended to be a learning experience. Perhaps this event happened so that you could help someone else grow and learn. Try to see the silver lining in life.

Transforming the way you see the world can also transform how you respond to people and react to situations. Who knows, it might just be infectious!

Notes

People always choose what seems to be the best choice to them, although their choices may be based on faulty data.

This is a variation on the above theme. Instead of thinking that people are unintelligent or selfish, assume that they did the best they could in the situation, with the tools that they had. However, remember the saying, "If you do what you've always done, you'll get what you always got." Try to learn from each situation and grow with each experience.

Notes

The world is systemic, and therefore so is change. This means that the only way you can change others is by changing yourself.

NLP presupposes that the body and mind are one system, so changes in one area always affect other areas. (Physical ailments caused by stress are a good example of this.) Similarly, we are all parts of the world's system.

So, for example, if you want to have more energy, you might choose to eat better. Or, if you want people to treat you with more respect, you might choose a more open outlook.

Notes

Real choice requires at least three options.

Yes/no questions don't offer real choice and growth. Use collaborative NLP tools to think of win-win options. Work with people to achieve desired outcomes rather than forcing people into a position.

Notes

The Senses According to NLP

Making Sense of Our Senses

In NLP, our senses are usually called representational systems, and are described a bit differently than the traditional five senses. NLP also proposes that most of us tend to use one system the most – you might be a visual person, for example, or an auditory person. It's important, however, to use all of our systems to achieve a balanced outlook.

VAKOG

The five NLP representational systems are grouped under the acronym VAKOG:

- Ñ Visual (sight)
- Ñ Auditory (sound)
- Ñ Kinesthetic (emotional and physical feelings)
- Ñ Olfactory (smell)
- Ñ Gustatory (taste)

Using Our Sensory Systems

There are four main ways that you can use sensory systems:

- Ñ The lead system (how you gather data)
- Ñ The representational system (how you process data)
- Ñ Sensory predicates
- Ñ Eye accessing cues

A few notes:

- Ñ Your lead and representational systems are usually the same, although there are exceptions.
- Ñ The system used will depend on the context of the situation and your personal preferences.
- Ñ Understanding what system you are using and what system others are using will help you adapt your behavior and speak the same language.

Sensory Predicates

There will be clues about what system is currently in use in the language that the person uses. For example, if they said, "That sounds right," they're probably in auditory mode. You could match their mode by asking, "Could I grab your ear for this?" (We'll explore this idea in the later units)

Test Your Knowledge
Senses and Language

Visual




Auditory

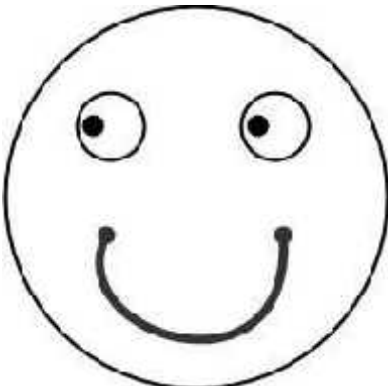
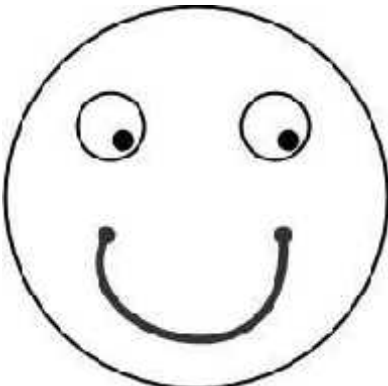
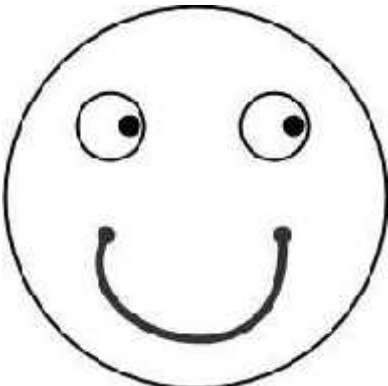
Feelings

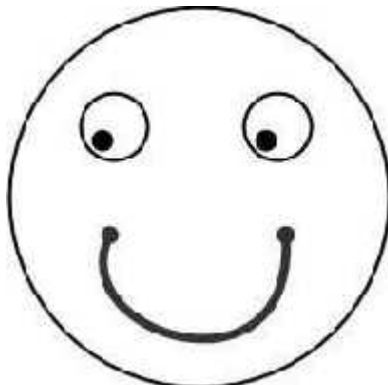
Taste and Smell

Eye Accessing Cues

You can also watch a person's eye movements to determine their sensory representation. People often look in a particular direction based on if they are remembering or constructing something, and if they are doing so by sight or sound, or kinesthetically.

Visually Imagining	Seeing (Experiencing)	Visually Remembering
		

Auditory Imagining	Internal Dialogue	Auditory Remembering
		

Kinesthetic Recall


The point of this exercise is not to match the other person's eye positions, but simply to observe and to use the information as part of your communication strategy.

If you're drafting a general communication, try to incorporate all of the senses into your message.

For example, which of the below messages is more engaging?

Ñ Today we will learn how to brew potions.

Ñ I can teach you how to bottle fame, brew glory, even stopper death.

(Source: *Harry Potter and the Philosopher's Stone* by JK Rowling)

How to Establish and Maintain Rapport

Developing Rapport

Defining Rapport

Traditionally, rapport has been defined as a sense of mutual understanding, respect, and friendliness. It is the presence of a co-operative relationship based on trust and honesty.

NLP takes rapport one step further by defining it as the *unconscious relationship* between two people. NLP can help you get in sync with another person so that you're speaking the same conscious and unconscious language, making it easier to create a win-win outcome.

Rapport means showing someone that you understand and respect them as a human being and that you support them. This doesn't mean that you have to agree with everything that they say, but in accordance with NLP principles, understand where they are coming from and why they believe in particular things.

It is important to understand when it is appropriate to create rapport and how deep to go. Let's say that you are a computer repair technician. You probably want to create a good rapport to help the customer solve their problem, but since your interaction will be short, you don't need to get to an extremely personal level. Or, if you're negotiating, you might need to break rapport to make a good decision.

Matching and Mirroring

Introduction

There are a few different ways to create and strengthen rapport. When you begin communication with someone, you should first use basic NLP techniques to analyze their thought processes and representational systems. Once you have established a basic connection and a mutual sense of trust, then you can work on developing and deepening rapport.

Like other NLP techniques, you must use these methods in a discreet manner to avoid irritating or insulting the other person. Not every technique is appropriate in every situation. And remember, these are just guidelines, not hard and fast rules.

Matching and Mirroring

One of the easiest ways to develop rapport is to mirror or match the other person's body language and non-verbal signals. We can't stress how important it is to do this subtly so that the other person doesn't feel like they're talking to a parrot! Let's look at some of the techniques that you can try.

Body Language

It is generally very easy to subtly *match* another person's body language, such as their posture, breathing rate, and gestures. If they lean back, you might do the same (subtly, a few moments after they do so). Or, you might perform a *reciprocal movement*; that is, if you start tapping your pencil, I might subtly start tapping my foot in the same rhythm. You might even *mirror* them; if they tilt their head to the left you might tilt your head to the right.

Of course, you should only mirror the aspects of their body language that feel natural to you.

Voice Characteristics

Never, ever attempt to do an imitation of a person's voice or to match their accent. This is almost always insulting. You can, however, mimic some basic voice features, including:

- Ñ Volume of their voice
- Ñ Speed (fast or slow)
- Ñ Tone (high or low)

Sensory Systems

Another good way of developing rapport is to tune into the sensory system that the person is using and adapt your language and gestures accordingly. Here's a quick guide.

Category	Indicator	Sensory System
Body Language	Pointing at the eyes	Visual
	Tugging on earlobes	Auditory
	Sniffing	Olfactory
	Extending the tongue	Gustatory
	Gestures with limbs	Kinesthetic
Voice Characteristics	Speaking slowly	Kinesthetic
	Pausing frequently	Kinesthetic
	Even-paced voice	Auditory

	Speaking quickly	Visual
	Steady tone of voice	Auditory
	Deeper tone of voice	Kinesthetic
	Higher than normal tone of voice	Visual
Breathing Rate	Slow, shallow	Visual
	Normal	Kinesthetic or Auditory

Pacing and Leading

Pacing

Pacing techniques can help you achieve a deeper level of rapport. Part of pacing is the matching and mirroring techniques that we just discussed. Another part is including true statements in your conversation to give more credibility to other statements. (Research shows that you must use at least three true statements in a row for this to work.) Hearing several true statements in a row also lowers their guard and makes them more open to agreeing with you.

Imagine that you're at a seminar listening to a sales pitch.

Scenario One

The speaker starts out with, "Thanks for coming! I'm going to tell you about my new product that you'll love."

Does that grab your attention? Are you convinced that you'll love this product?

Scenario Two

Now let's try this with NLP. The speaker says:

- Ń It's a beautiful sunny morning!
- Ń It's really early.
- Ń We've all come here for a reason.

Then, he might move into some more speculative statements:

- Ń I know you're all happy to be here.
- Ń I imagine that you're interested in my new product.
- Ń I bet that you would like to do more in less time.

Now he might introduce the statements that are new to you:

- Ń You are going to love this product.

Ñ You won't want to wait to get your hands on this.

How do you feel now?

Leading

Once you have established rapport, you might be able to influence the other person's behavior without them realizing it! Test this with a small gesture, like adjusting your posture or tugging your earlobe. If the person mirrors or matches your gesture in some way, you're all set to continue leading! If not, you'll need to deepen rapport some more.

If the person that you are communicating with is now in a receptive state, you can use your body language to influence their state of mind. For example, if they seem to be in a dissociative state, you can try leaning forward and using more gestures (both associative behaviors).

Remember that the key is to incorporate influencing behaviors subtly and naturally so that the other person isn't offended or annoyed.

Role Play

Preparation

Erin/Aaron

Erin/Aaron manages a team of 12 support representatives. An opportunity to lead a new team has come up and she feels that Avery is the right person for the job. Avery is reluctant, however, feeling that she doesn't have the right skills.

Avery

Avery has been a support representative for ten years. He is happy in his current role and enjoys dealing with customers. He recently heard about an opportunity to lead a new team. He thinks the opportunity is interesting but doesn't feel confident that he would be a good choice.

Task

Erin/Aaron has set up a meeting to discuss this opportunity with Avery. She will use NLP (particularly the tools that we learned about in this section) to build rapport with Avery and convince him that he is right for the job. After eight minutes, partners will switch roles.

Test Your Knowledge

Notes
