



## Unit 4      NLP: Neuro Linguistic

### Learning Outcomes

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

- ✓ Define neuro linguistic programming (NLP) and its key terms
- ✓ Describe the key presuppositions of NLP
- ✓ Describe the five senses as seen by NLP
- ✓ Identify states of mind and modes of thinking using predicates and visual cues
- ✓ Develop and refine response strategies for any situation
- ✓ Use enriched language to engage your audience
- ✓ Interpret body language based on NLP principles
- ✓ Ask clean, precise questions to get the information you need
- ✓ Use hypnotic language and positive commands to get results

## Unit 4

### NLP: Neuro Linguistic

#### 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?

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### 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  $7 \pm 2$  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.



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**

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**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.

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**It's not a failure if you learn from it.**

Things will not always turn out as you expect them, but that isn't always a bad thing. Many inventions were accidental, including penicillin, Saran wrap, Vaseline, chocolate chip cookies, the microwave, Teflon, blue jeans, and LSD.

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**Doing and experiencing means understanding.**

NLP is a model of experiencing and doing. For example, identifying that great athletes train for four hours a day isn't enough to achieve excellence. You must identify their exact steps, their context, their thoughts – in other words, the entire system and strategy behind their excellence. Then, you can put yourself in that model to start on the road to excellence.

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## 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

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**Auditory**

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**Feelings**

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**Taste and Smell**

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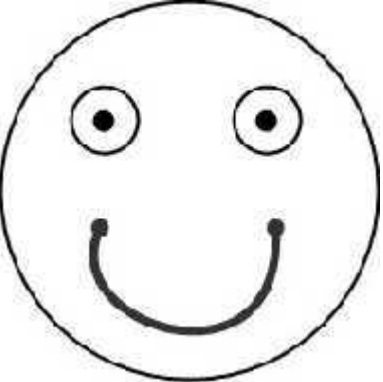
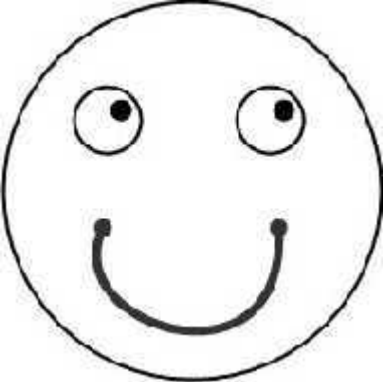
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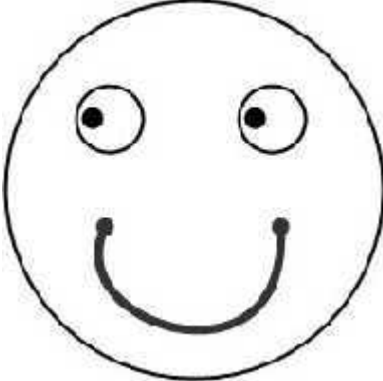
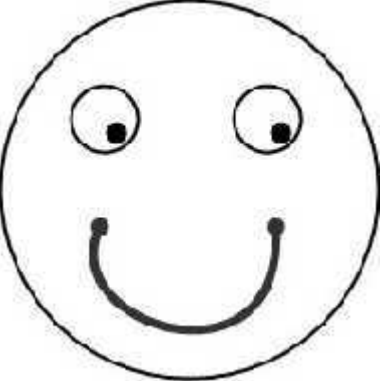
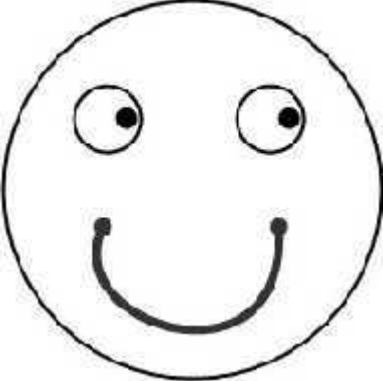
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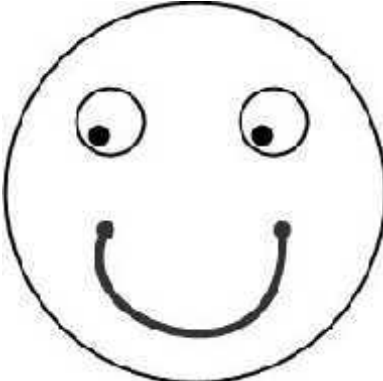
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**Eye Accessing Cues**

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






assumptions based on body language, use body language as cues to help us adjust our behavior to better connect with others and understand their thinking processes.

Let's look at some different states of mind and how we might recognize them.

## Associated or Dissociated

Is the person you are communicating with involved in the conversation or somewhere else? Do they see themselves from an internal perspective or as if they were outside themselves?

People who are **associated** (tuned into things):

- Ñ Usually lean forward
- Ñ Are often animated, using gestures and imagery
- Ñ Might include more emotions in the conversation

People who are **dissociated** (tuned out of themselves or the conversation):

- Ñ Usually lean backwards
- Ñ Use fewer gestures and practical language
- Ñ Often have a more objective approach

Both of these states can be useful. If you are facilitating mediation (where you must be neutral), a dissociated state might be useful. However, if you're listening to a close friend's problem, an associated state might be more appropriate.

## Towards or Away From

This state reflects whether we are looking towards what we want to achieve, or away from the goal and at a problem that we are facing. In the **Away From** state, we are often tense and negative, thinking of the challenges that we are facing. In a **towards** state, people are typically more relaxed with positive body language.

## Match/Mismatch

We all have a natural tendency towards antagonism or co-operation and friendliness. Those who naturally **match** the environment around them can also often easily create rapport. They might naturally fall into the same body language patterns as the person that they are communicating with. They almost always try to build people up and support people.

People who try to find the differences in others usually fall into body language and speech patterns that are opposite of the person that they are communicating with. They might use expressions like:

- Ñ At odds with
- Ñ On the other hand
- Ñ Devil's advocate

## Internally or Externally Oriented

Some people need feedback from **external sources** to judge how they are doing. These are the type of

people who, for example, might not trust their judgment about how much something weighs but would rather use a scale. Or, if they are presenting an idea to their manager, they might glance at that person quite frequently to gauge the approval level. Their presentation will likely contain facts and figures rather than their opinion.

**Internally oriented** people often don't need this type of feedback. During a presentation, they will likely be focused on their materials rather than looking around the room for approval. They might rely more heavily on their interpretation of the facts to support their conclusion.

This provides a good example of how NLP can help you interpret body language. Let's say that you are attending a presentation where the presenter doesn't look around the room very much, and they insert their opinion and their beliefs quite frequently. Some people might interpret this as conceited or arrogant. With NLP, however, you can easily identify that this person is likely internally oriented. You can then look past these cues (rather than being distracted by them) and get to the real point of that person's message.

### Using Body Language to Influence Ourselves and Others

We can also use body language to influence how we feel and how others feel. Let's say that you're facing a significant challenge that you're finding tough to resolve because of your emotional involvement. You can say to yourself, "I need to distance myself from this," and adopt some dissociated behaviors – leaning back in your chair and using objective language in your internal dialogue, for example. You might also want to use a Towards state rather than an Away state: relax your muscles and think of what you want to achieve.

If you were speaking with a friend who was in this situation, you might suggest that they imagine themselves as outside of the problem. If they are a matching type, you might also model dissociated, "towards" body language in the hopes that they will match you and adopt that state themselves. (It's important to watch their body language to see if they match you. If not, you'll want to switch to an associated state to ensure that they don't view your body language as disinterested.)

These methods won't guarantee an instant solution, but they should help you get yourself (or the person that you're communicating with) in the right frame of mind to achieve results.

## Asking Clean Questions

### The NLP Style of Questioning

Traditional communication techniques focus on the use of **open questions** (which start with who, where, what, when, why, or how) or **closed questions** (which can only be answered with a specific piece of data, like yes or no, a date, etc.). NLP uses question forms that are more typically seen in therapy, called **clean questioning**.

Sue Knight, an NLP expert, describes clean questions like this: "To be 'clean' is to be naïve, present, open, not knowing, alert, aware, fascinated, eager to learn, and selfless." (Source: Page 82, *NLP at Work* by Sue





This is why commands like:

- Ñ Don't touch that glass
- Ñ Don't go anywhere
- Ñ There's no need to worry
- Ñ Don't drive into the ditch

Are often ineffective. (Parents in particular know what we're talking about!)

Instead of focusing on what you don't want, **focus on what you do want**. (To use a driving analogy, look where you want to go!) Use a positive command instead. So, the directions above might look like:

- Ñ Please keep your hands on the table
- Ñ Please stay seated
- Ñ Try to relax
- Ñ Stay on the road

## Influencing Outcomes

We can also use presuppositions and insightful language to help us work with others and achieve an outcome.

### Presuppositions as Questions

For example, when you arrive at a restaurant and are seated, they typically do not ask, "Are you thirsty?" They **presuppose or assume** that you have come to the restaurant because you are hungry and/or thirsty and therefore would like something to drink. The server usually proceeds to the next logical question ("What would you like to drink?") rather than asking **if** you would like something to drink.

In other words, you are giving the person a choice, but over elements that you choose. (Of course, in the above example, the person might say, "Nothing," but it is more likely that they will choose a beverage.)

You might also use a leading question, a rhetorical question, or a statement to obtain the desired result. Some other ways that the server could pose their question might be:

- Ñ What can I get you from our premium selection?
- Ñ You might be wondering what our drink specials are today.
- Ñ Would you like a hot or cold beverage today?
- Ñ A coffee would be really warming, wouldn't it?

This technique is only effective if you use it in appropriate situations. For example, if your server approached you and said, "A coffee would be really warming, wouldn't it?" as her opening statement, you might find that strange, patronizing, or even offensive and condescending.

However, if you were trying to decide whether to have a soda or a premium cocktail, and the server asked, "What can I get you from our premium selection?" you might be swayed towards the premium cocktail.

## Insightful Sentences

Another way of moving others towards a desired outcome is by using language that presupposes that you know what they are thinking. (Of course, if you have been using the tools that we learned about so far, you probably have a pretty good idea of their state of mind!)

Some **insightful sentence stems** that you can use:

- Ñ You might be thinking...
- Ñ You're probably wondering...
- Ñ You're probably asking yourself...
- Ñ I can predict your next move.
- Ñ I know what you are thinking/will say.
- Ñ You will likely have an answer.

Once again, it is important to use these techniques appropriately. A sales pitch that includes the statement, "You might be wondering how this product can save you time," isn't terribly presumptuous. But starting a pitch with, "I can predict your next move – you will buy this product!" might irritate some of your potential clients!

## Overcoming Challenges

Another way of getting the outcome you want is by learning how to **break down oppositional thinking**. For example, let's say that you are trying to convince your accountant to hire some help for the upcoming tax season. He says, "Those people never do anything right."

You could ask him to **clarify** several parts of that statement:

- Ñ Who are "those people?" ("Everyone" is not an answer!)
- Ñ If the person in question has never prepared a proper tax return, perhaps they should not be an accountant!
- Ñ What is the definition of "right?" Is the accountant talking about legally correct or simply the way he would do it?

The goal here is to help the person explore their negative thinking and look at the bigger picture, instead of seeing things through a particular lens.

# 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
<b>Body Language</b>	Pointing at the eyes	Visual
	Tugging on earlobes	Auditory
	Sniffing	Olfactory
	Extending the tongue	Gustatory
	Gestures with limbs	Kinesthetic
<b>Voice Characteristics</b>	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
<b>Breathing Rate</b>	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:

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

Then, he might move into some more speculative statements:

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

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

- Ñ 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**



# Creating Comprehensive Outcomes

## Establishing an Inner Map

Being congruent or aligned means walking the walk and talking the talk. It means behaving in a way that is in harmony with our inner selves. The first step on that journey is understanding exactly who we are.

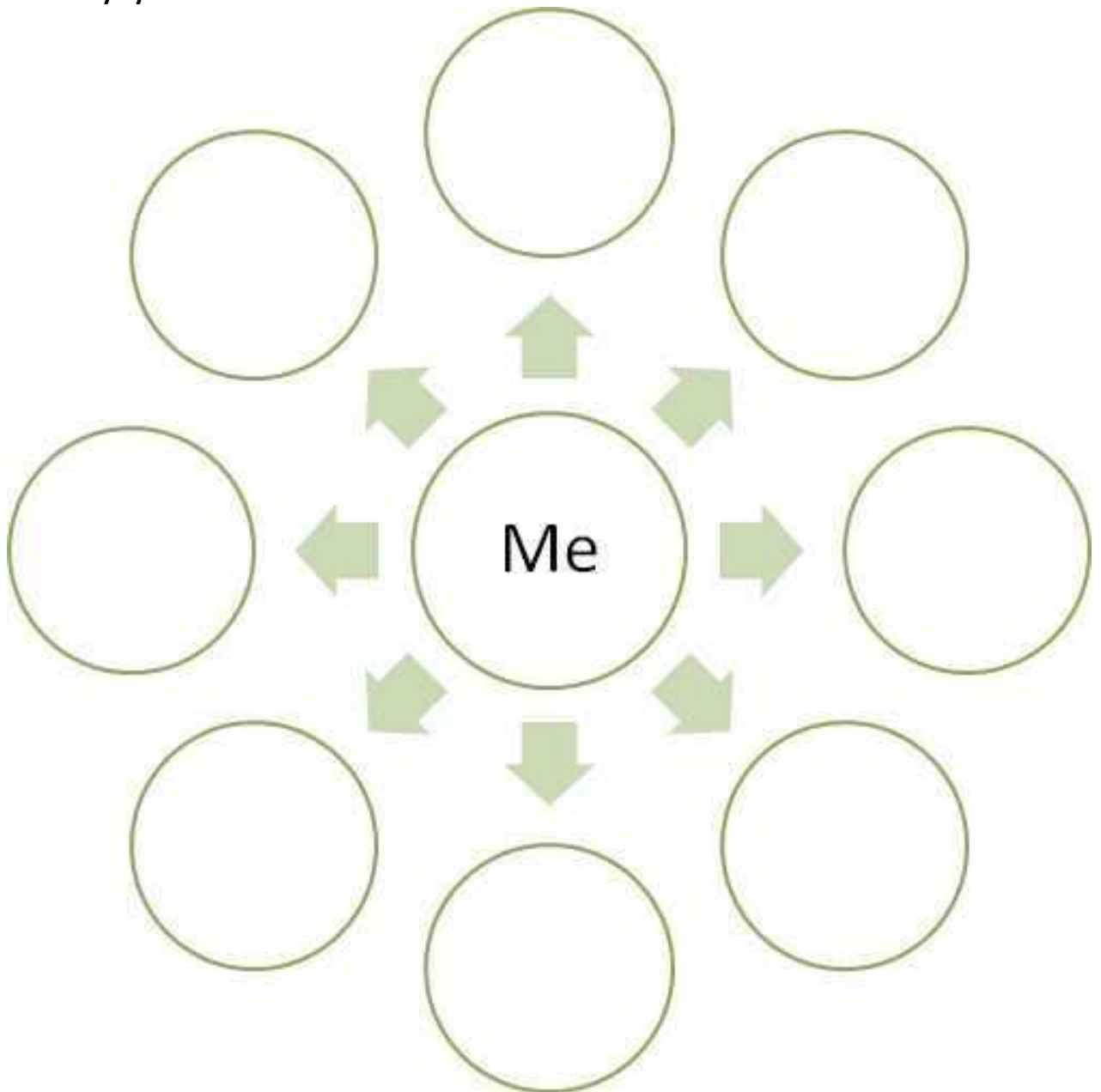
**There are many things that make us unique.** Perhaps you are skilled at writing. Perhaps you are exceptionally compassionate. Perhaps you have a knack for taking apart machinery. These things are reflected in the different structures that we live in. Here is an overview of some of these systems:



Just remember that influence goes two ways, because although the world can influence who we are, we have an immense capability to influence and change the world around us.

## What Does Congruency Mean for Me?

### Part One: My Systems



## Test Your Knowledge

### Part Two: About Me

**What is my life mission or purpose? (Another way to look at it is, what legacy do I want to leave behind?)**

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**What is your identity? In what ways would you complete the sentence "I am..."?**

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**What are your beliefs and values?**

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**What are your skills and knowledge?**

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**What do you do in your life?**

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**What do you like about your life?**

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**What do you dislike?**

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**Other Thoughts**

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**Part Three: My Aligned State**

Now that we know who we are, we need to know what being in harmony means. Close your eyes and think of a time when you felt really good about yourself, or really positive about a decision that you made. Immerse yourself in the memory.

After a few minutes, write down all the characteristics of this memory. Some ideas to help you get started:

- Ñ What emotions did you feel?
- Ñ What thoughts did you have?
- Ñ What sounds, scents, or tastes do you associate with this memory?
- Ñ What images jump out at you?
- Ñ What qualities do you embody in this memory?
- Ñ What values and beliefs do you uphold?
- Ñ What skills or knowledge do you use?
- Ñ Who else was there?



1. Place your fingers lightly on your diaphragm, just beneath your rib cage above your waistband. Feel the movement as you breathe.
2. Inhale slowly through your nose or mouth, directing the air to your diaphragm. You will feel the diaphragm move forward; your shoulders and upper chest should not move at all.
3. Hold the inhaled air for three seconds.
4. Exhale slowly, counting to twenty by saying “one one thousand, two one thousand, three one thousand...” until you reach “twenty one thousand.”
5. Stop when your exhale becomes a strain.
6. If this is the first time you’ve tried this exercise, you probably won’t reach twenty in one breath. Repeat the exercise three times a day until you can reach twenty comfortably.

## Creating Comprehensive Outcomes

### The Elements of a Well-Formed Outcome

A lot of traditional management literature focuses on goal setting. NLP frames goals a little differently, phrasing them as *outcomes*. This changes our focus from working towards something to imagining that we already have something, and maintaining that state.

Keep the following criteria in mind when creating an outcome to make it **PAINLESS!**

- Ñ **Positive:** Frame outcomes about things that you want, not what you don’t want.
- Ñ **Assessable:** You need to be able to measure your progress and evaluate how far you have come.
- Ñ **Individual:** The outcome needs to be something that you can achieve with your resources and that is within your control.
- Ñ **Now-oriented:** Is this something that you can do now? Or should this outcome be saved for another time in your life?
- Ñ **Linked to your purpose and systems:** This outcome should be a win-win for all of the systems in your life. In other words, it should be *congruent* with your inner self!
- Ñ **Enriched:** Use sensory language to enrich the wording of your outcome and help you find ways to move towards it.
- Ñ **Satisfying:** Will you feel good about working towards this outcome? If not, you won’t be very motivated!
- Ñ **Specific plan:** Design your first action step (or your first few if possible) and have an image of what success looks like.

### Example

I will become a manager within two years, either with my company or externally if I must. I will start working towards this by signing up for the Introduction to Management program offered in my company. I will complete this program within six months.



### Further Reading:

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