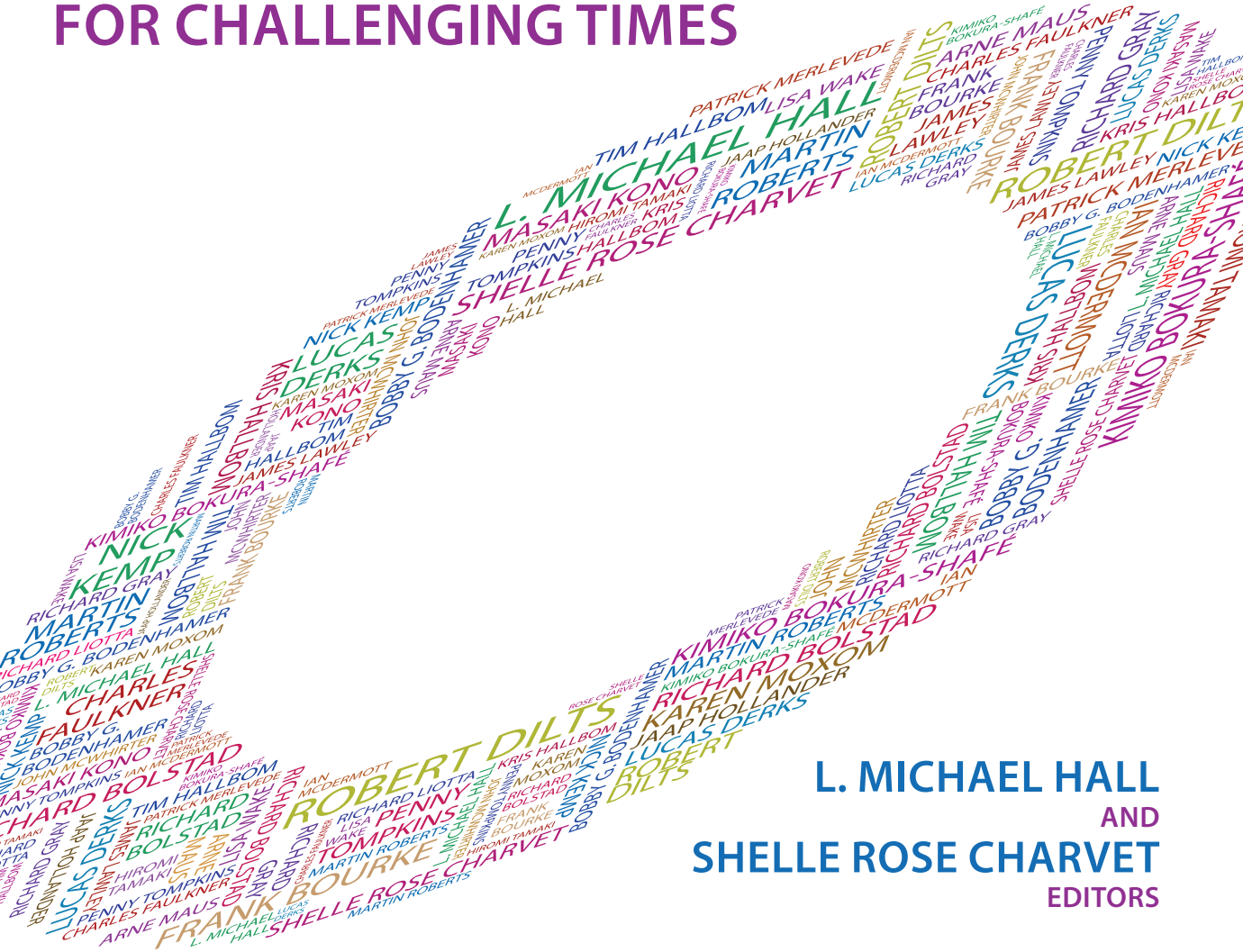
INNOVATIONS IN NLP

VOLUME 1

FOR CHALLENGING TIMES



L. MICHAEL HALL
AND
SHELLE ROSE CHARVET
EDITORS

Shelle and Michael initiated the Innovations project because they believe that NLP Practitioners can be of enormous help in the challenging times our world is facing. In this long-awaited book you will find out the latest insights and applications from leading NLP trainers around the world.

Each chapter describes a new model or application and contains step by step instructions on how and when to apply it. Most chapters also include a case study showing the model or application in action. For NLP Practitioners the book provides an outstanding collection of new tools and ideas to help them take their practice forward.

Innovations in NLP also includes chapters on some of the most innovative IT projects and communities where developments and advances continue to be made, including the Clean Language community and the NLP Research and Recognition Project.

More than anything, this book represents a unique collaboration among some of the best innovators in the field of NLP, pushing the boundaries of the traditional NLP model and creating solutions to problems in the volatile world in which we live.

The contributors are donating their royalties from the sale of this book to the NLP Research and Recognition Project.

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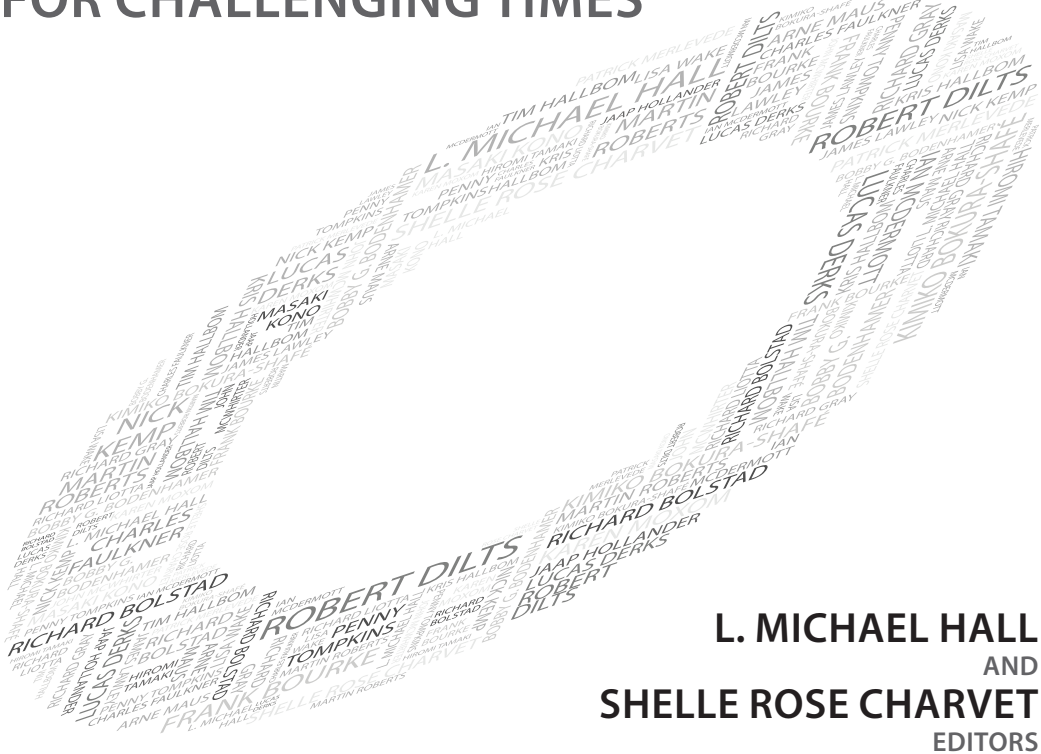

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Preface

Innovations in NLP, Volume 1 is an impressive collection of articles, written by key innovators in the field, covering a range of significant recent developments in neuro-linguistic programming. A rare collaboration among leaders of the field, the book is the result of the vision and effort of two of the most dedicated and energetic figures in the field today. Michael Hall and Shelle Rose Charvet have worked hard to spearhead this inspired and inspiring contribution to NLP.

The list of contributors to *Innovations in NLP* is a veritable "who's who" of contemporary neuro-linguistic programming. Each author is an outstanding trainer and practitioner of NLP in addition to being a creative developer. I personally count many of them as close friends as well as valued colleagues.

Originated by Richard Bandler and John Grinder in the 1970s, neuro-linguistic programming is an approach to examining the deeper structure of human behavior, and a set of explicit models, applications, and tools derived from that approach. In our recent book *NLP II: The Next Generation*, Judith DeLozier, Deborah Bacon Dilts, and I point out that NLP has come a long way since its early days more than thirty years ago when it was essentially considered a new form of psychotherapy. Through the years, NLP has developed some very powerful tools and skills for communication and change in a wide range of professional areas including coaching, counseling, psychotherapy, education, health, creativity, law, management, sales, leadership, and parenting. Over the years, NLP has literally spread around the world and has touched the lives of millions of people.

One of the core values and characteristics of NLP as a field is its generativity—its ability to continue to produce new and creative models, applications, and tools. Like any successful field of study and application, NLP has grown far beyond the contributions of its original founders. New techniques and procedures have been presented in the ever-growing number of NLP books, recordings, and seminars.

As the fruits of this next generation of NLP developers spread into the world, it is important to have a way to acknowledge and showcase their creations and

contributions. *Innovations in NLP* is that showcase, presenting an enriching overview of many of the most recent and important of these developments. Aptly subtitled *Innovations for Challenging Times* the book describes models such as Meta-States, LAB Profile®, Social Panorama, Clean Language, the RESOLVE Model, and Behavioral Remodeling.

Part II covers the ways in which NLP has enriched other areas of application such as coaching, entrepreneurial leadership, research, addictions, wealth management, and cancer treatment.

Part III presents innovative computer tools that can be applied toward developing emotional intelligence, assessing personality, and reaching personal goals and objectives.

Indicative of the new generation of NLP is the development of communities formed around these innovations that are described in a final section of the book.

I am deeply grateful to Michael and Shelle for taking on such a monumental project. It is a reflection of their devotion and commitment to the field. I cannot think of any two other people who could have successfully taken on such a major project. Congratulations on a job well done!

Robert Dilts
July 2011
Santa Cruz, California

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Introduction

What's New in NLP for Challenging Times?

L. Michael Hall and Shelle Rose Charvet

We live in a world where there are a great many challenges! Writing this in early 2011 it seems to both of us that life on planet earth today offers us tremendous challenges. What are we talking about? We are talking about climatic catastrophes, the rise of violent extremism in so many forms, incompetent or corrupt governments, widespread economic volatility that directly affects many millions of people, millions of people unemployed (the estimate is 200 million worldwide in February, 2011), entrenched armed conflict, along with the issues that continue to plague our planet—hungry people, oppression, and lack of access to basic necessities, including education.

And that's just the beginning. So with all of these troubles and challenges, many of us are wondering: What can I do? What can we together do? What can anyone do? Are there solutions at the individual level? Are there solutions at the community level? How can we in the field of neurolinguistic programming offer some answers and resources to these challenges?

As we all know, when NLP was first developed in the 1970s, it was created in a therapeutic context and the purpose was to help people overcome personal issues, to communicate more effectively, and to access further personal resources. Since that time, the field has been changing and evolving. It has been expanding the original modeling strategies to areas such as education, health, business applications, and sports achievement. And many contributors have developed new ways of thinking, new models, new applications, and new tools.

Over the past thirty-eight years, through the skillful and ethical efforts of practitioners, NLP has made a dramatic difference to the way in which many people lead their lives and their achievement of success. If there is anything that connects and unifies the worldwide NLP community, it is the singular desire of tens of thousands of people to make a difference in our world and to respond to the challenges before us.

NLP has also been moving out beyond dealing only with individuals. As it has moved into areas such as business, education, marketing, and sales, it has been developing models for groups, for communities, for leadership, for management. NLP has been expanding its realm of influence to empower the movers and shakers of our world. And NLP, as a model of subjective experiences, has been modeling organizations, cultures, and the variables that make a community of people operate effectively. As modelers, NLP thinkers and trainers have taken the foundational work of people modeling "good to great companies," self-actualizing leaders and companies, as well as the "tipping point" phenomena of how societies grow, develop, change, and transform. The result? We now know a whole lot more about how to influence our world for good.

Making a Difference in a Troubled World

As the editors of this book we believe that now is the time to truly make a difference that makes a difference. That's one of the reasons why we have collaborated to create this unique book—*Innovations in NLP*, *Volume 1*. This book is premised upon the idea that the new things happening in NLP are valuable for solving important problems in our world and that the resources for creativity and innovation that we have in NLP ought to be applied more broadly to the challenges before us.

In this volume we have collaborated to bring together many of the key people in the field of NLP who share this passion and vision. The contributors not only believe in applying the rich and powerful tools in NLP to make a difference in our world, but they have created models, patterns, and tools to enable that to happen. The result is that we have a unique opportunity for collaboration, creativity, and innovation in the NLP community with the specific aim of looking at how what we do can help the world.

What is this book about? We have a three-fold focus:

First, it is about *what's new in NLP as effective innovations for communication, change, and leadership in our world*. If you are interested in the ongoing development of the NLP model, you will discover many of the new contributions to the field in this book. Some of these innovations go back to the 1990s and others began after 2000.

Second, and more important, it is about *applying these new innovations in NLP to the problems and challenges that trouble our world so that they can help solve the problems that confront all of us*. If you have an interest in how to make the planet a better place and to know about models, applications, and new ways of thinking for doing precisely that, this is the book for you. Obviously, we have not addressed every challenge, but this is a beginning and subsequent volumes will address other problems.

Third, *to offer an inspirational and educational look at the ongoing creativity and innovation in the field of NLP*. One of our aims is to let those in the field of NLP know what's been developed, what's being developed, and to encourage more people to engage in cultivating solutions that will give us new models, patterns, and tools for making a difference.

Innovating New Things in NLP

What's new in NLP? How often we ask or have heard that question! Many of us ask it because we truly want to know what's new. We ask it also because NLP people tend to be curious individuals interested in what's being developed in this field and interested in what needs to be developed. We ask it because we are an optimistic people who believe in possibilities and in inventing new things to create more resourcefulness in individuals and organizations. And sometimes we ask it wondering if anything actually is new or just rehashed from things already developed.

If you have asked the question about what's new in NLP, this book will give you some solid answers. We have searched for practitioners who have created and innovated new techniques and have collected models, patterns, tools, and information about communities that are indeed new in the field of NLP.

A challenge in this field is that of *communication*; that is, the challenge of keeping people informed about what is happening in this sphere, who is developing new things, what they have developed, and what results they have obtained. Yes, it's paradoxical—NLP is a field that came into being as first and foremost a communication model, and yet we have difficulty communicating! We also are collaboratively challenged—as a field we do not have a good record of collaborating as colleagues.

To address these challenges we have invited two dozen people who have been contributing to the field, developing new things, and advancing NLP in the twenty-first century. There were others we invited and who will appear in subsequent volumes. And there are undoubtedly people who we should have invited, but we just didn't know who they were, where they were, or how to get in touch with them. Our hope is that with this publication, we will be able to identify other developers who are contributing to this field.

In this sphere, the problem is not *creativity*. Not at all! If we were to ask everybody with inspirational creative ideas to contribute, this would be a 3,000 page book. As a model and field, NLP inherently attracts creative people, especially highly individualist people who want to do it by themselves.

If there is a problem in NLP, the problem is one of *innovation*. One of the fathers of creativity, Abraham Maslow, who was a leading business expert in creativity in the 1950s and 1960s and who wrote extensively on creativity said, "Creative inspirations are a dime a dozen." The second part of creativity is innovation and, as Thomas Edison said, this is only 1% inspiration and 99% perspiration. It is innovation that is required for working out structure, procedures, details, testing the process, redesigning, testing again, and so on, until a model, pattern, process, or instrument is developed to the point that it is ready to be rolled out as an effective contribution. So it is exciting to gather actual innovations in this field and present them here.

The Innovative Vision

The vision that we shared that has inspired this work is to create a book, and possibly a series of books, on innovations in NLP. Our desire is to provide communication worldwide about what is happening in this field, to collaborate with those who are developing new things, and to encourage more collaboration, creativity, and innovation.

The original inspiration that brought us together was the book that Robert Dilts, Judith DeLozier and Deborah Dilts published at the end of 2010, *NLP II: The Next Generation*. In it, the co-authors did an excellent job in describing the new developments that they have been creating and contributing to NLP. Then, after a book review by Michael of that book, Shelle suggested that we collaborate and bring

together contributions from all of those that we know about who are working in a similar vein in the field of NLP so that we could supplement what Robert, Deborah, and Judith began.

Criteria for Determining "What's New in NLP"

Our first challenge in creating this book was deciding what to include. That led us to set out some criteria for guiding our decisions and making them as objective as possible. From the beginning we knew that identifying what is within the category of NLP is a volatile area. Some people think that, "Everything is NLP." And to the extent that every subjective experience can be modeled by NLP, yes, that's true. But if NLP is everything, then it is also nothing. Then there are others who think that only things identified in the original 1970s model meet the criteria.

So from the start we realized that we needed some boundaries on the territory of what is NLP and what is not, as well as what we would consider an innovation in NLP. To that end we set out five criteria that would provide some rigor and that we have used for this first volume.

Criteria 1: The contribution grows out of the classic NLP models developed from 1972 through 1990

The model, pattern, tool, or community uses the basic NLP communication models to develop another model or pattern. That is, it uses the meta-model; meta-programs; Test–Operate–Test–Exit (TOTE) strategies; sub-modalities; meanings (beliefs, understandings, concepts, etc.); Symptoms, Causes, Outcomes, Resources and Effects (SCORE); neurological levels, and so on.

Criteria 2: The contribution fits the basic essence of NLP; that is, modeling subjective experiences

Ideally, the model provides a way to model some human experience and to therefore expand the essential NLP theme of modeling or mapping excellence in human experiences. The contribution operates from the basic NLP presuppositions: "The map is

not the territory," "We construct our mental models of the world and operate from them," and so on.

Criteria 3: The contribution innovates a new model, pattern or process, tool, or community for the field of NLP

We quickly realized that all "innovations" are not the same, that there are different kinds of innovations and that they fall into various categories. Consequently we have structured this book so that the innovations fall into four different areas. Now, while any of us have and certainly can take a model that has already been developed and then re-work it using NLP premises and tools, that is not what we have included here. So while that would be an innovation, at least in this first volume, we decided to stay away from the re-modeling of already existing models that actually belong to another discipline. This means that we have excluded such models as Bert Hellinger's Family Constellations; the Graves Model; Drive, Influence, Steadiness, Compliance (DISC); the Enneagram; the Myers-Briggs Type Indicator (MBTI), and so on.

Criteria 4: The contribution leads to effective practical applications of the models, patterns, processes, tools, and communities

We included this criterion because from the beginning NLP has been highly practical and pragmatic. This principle maintains that distinction; namely, that the innovation has relevant and practical use for those working in therapy, coaching, business, leadership, health, parenting, and so on. If it doesn't have a practical use, then we have not included it.

Criteria 5: The contribution adds credibility to the field

The model or pattern fits the scientific model in that it can be tested, falsified (i.e., proven or disproven), and it is a process others can use. It can be replicated and further improved and developed.

Areas of Innovation

As mentioned, we have identified four areas or categories wherein an innovation may fall: models, patterns, tools, communities.

Innovative Models

A fully-fledged model is a paradigm that addresses a specific area and that operates from an explicit theoretical understanding. Model (capital M) entails theory, variables, guiding principles (heuristics), and applications (see Appendix B for the requirements of a Model).

Innovative Applications

Applications are the patterns and processes that result from a Model and, with the richness of the NLP Models, there are always several hundred patterns and the possibility for many more. A pattern is often called and considered a "model;" as such, however, it is model (with small m).

Innovative Tools

Another form of application from a Model is a tool, typically a psychological instrument used for assessment, diagnosis, and pattern detection. A well-developed tool that has been refined over several years of use can offer what "using or running a pattern" often cannot provide—consistency in use.

Innovative Communities

NLP as a field means that there are groups of people working together and collaborating, and so it is an innovation to create a community that can keep alive a particular NLP model, pattern, or tool, which can facilitate that community to be a learning organization and add credibility to NLP. While this has been a weak area in NLP, there are numerous collaborations occurring around the world keeping NLP alive. Communities include associations, conferences, support groups, practice groups, and so on.

Innovations R Us

Our belief is that *NLP is, and ought to be, a highly innovative field*. If NLP is a highly creative field that enables and empowers people to model excellence, and if none of us have a corner on good ideas, then the more we communicate and collaborate in effective ways, the more we can make a larger and more positive contribution to our world. Actually, we see this book as the beginning of a series on innovations in NLP and trust that this first volume will inspire you and many others to tap into your own creativity and to innovate in your life, your town, and your community.

On a Personal Level

When we began, we really didn't know how we would get along in working together. We had never done so before and so had no idea how this project would go or if our work styles would fit. What we both had, however, was a deep respect for the contributions of the other and we soon found out that we both had an "active" metaprogram that enabled us to take on projects and get things done. The result has been a most delightful experience of daily emails, proofreading, sending back manuscripts, contacting lots of people, and working out the publication details with David Bowman of Crown House Publishing.

Early in the process we made a joint decision that all proceeds from this book would go to the NLP Research and Recognition Project. It was easy to make that choice because we both believe in the importance of supporting this field and in the quality work that Frank Bourke and Rich Liotta are doing.

There were several people that we sought out to contribute to this first volume but who for a variety of reasons did not. Our hope is that they will do so in subsequent volumes. May this book be the beginning of a new era here in the twenty-first century for NLP—an era of more collaboration, more credibility, and more influence on the challenges before us.

If we are open to new models in the field of NLP and if we anticipate that additional models will be added to NLP that were not part of the models that existed in 1975 or 1985, then what criteria do we use to determine if something meets the conditions necessary to be considered a "new" Model?

In the following sections we distinguish *models*, *patterns (applications)*, *tools*, *and communities*. And with each of these, we will present a description and a criteria to define precisely what we mean by each one.

So what makes something "a Model" (with a capital M)?

- **A theory**
  First there has to be a theory which establishes the theoretical descriptions—background, foundation, hypothesis, and so on—and which offers an explanatory model for how the model or system works. This explanatory model will involve the governing ideas of the Model and how to test and refine the ideas to create new applications. A Model will present ideas (hypotheses) that can be tested and falsified and can answer the why-does-this-work type questions. Does the Model have construct validity? A theory functions as a way of bringing together a multitude of facts into a comprehensive order so that we can make reasonably precise predictions. A theory is a tentative expression of a regular pattern. And in spite of protests to the contrary, NLP *does* have a theory. Its theory is hidden in the NLP presuppositions which establish NLP on the premises of constructionism, phenomenology, and cognitive psychology.

- **Variables and elements**
  If the theory comprises the over-arching frame, then the variables and elements of the theory are the pieces and parts that make up the components of the Model. This answers the question: What makes up this Model? What elements are absolutely necessary and sufficient to make the Model work? What processes are necessary? Variables enable us to experiment, to observe, to identify key factors, and to create factorial designs in research projects. Operational definitions mean that theoretical constructs should be stated in terms of concrete, observable procedures. What can be observed and tested? What are the variables of the NLP model? As a communication model, the variables are the sensory

systems, the representations (visual, auditory, kinesthetic (VAK)), language, sub-modalities, meta-programs, and so on.

- **The guiding and operational principles**
  After the theory and variables come the guiding principles or operational principles. The laws or principles define and articulate the mechanisms that make the Model work and how they are used in a methodological, systematic, and systemic way. This gives us the ability to keep refining the Model. Principles answer the *how* questions: How does the Model work? How do the processes and mechanisms govern it?

  In the NLP model, you can find guidance for how the Model works in the meta-model questions, in the principles for how to detect and use the representational systems, in the implications that result from the NLP presuppositions, in the processes for working with the Test–Operate–Test–Exit (TOTE) Model, with strategies, and with the hypnotic language of the Milton Model (e.g., "pace, pace, pace, lead").

- **The technologies or patterns**
  This refers to the specific tools that provide immediate application for using the Model to achieve something. Patterns answer the questions about *how to*: How do you anchor a state, calibrate to a person's non-verbals, reframe meaning?

  In the NLP model, there are some 200 to 300 distinct patterns. Each one provides direction for how to do something in order to achieve a specific outcome. With patterns, always look for information about its context—where it is useful and effective and where it is not—and the elicitation questions that a person can use to begin the process. Typically there are usually conditions that are noted as times for caution in using the pattern.

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L. Michael Hall, PhD is an international speaker and consultant who focuses primarily on modeling and researching self-actualization excellence. He worked for several years with Richard Bandler and wrote a number of books for and about him including *The Spirit of NLP* (1996) and *Becoming a More Ferocious Presenter* (1996).

Michael co-founded the International Society of Neuro-Semantics with Bob Bodenhamer and the Meta-Coaching Foundation with Michelle Duval. Known for his prolific creativity, he has published over 40 books on NLP, including eight on meta-coaching, and he has created more than a dozen NLP models. As a visionary leader, Michael pioneered the founding of neuro-semantics to "take NLP to a higher professional and ethical level."

Shelle Rose Charvet has been learning NLP since 1983 and became a Certified NLP Trainer in 1992. She has been exploring Rodger Bailey's Language and Behavior Profile (LAB Profile®) since she encountered it at Institut Repère in Paris in the mid-1980s.

Today she is known in the NLP community as the "Queen of LAB Profile" because of her books *Words That Change Minds* (1997) and *The Customer is Bothering Me* (2010) – and the LAB Profile training she delivers to NLP institutes around the world. She also works with businesses and organizations to help them transform communication with customers and solve other influencing and persuasion challenges. Shelle speaks English, French and Spanish and is currently learning German.

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