

# *Mastering NLP Coaching Skills*

*M 305 with  
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## *Course Objectives:*

1. Understand the key components of Neuro-Linguistic Programming (NLP), or Neuro-Linguistic Psychology, that can be used in coaching.
2. Learn to use NLP coaching techniques for learning and performance - whether you are a practising trainer, manager, team leader, coach, consultant or facilitator.
3. Learn patterns of excellence when coaching, and to understand how NLP can help you to become an outstanding coach improving your performance and that of your clients.

# ***Mastering NLP Coaching Skills***

## ***Introductions***

- ◆ Opening Exercises
- ◆ NLP & Understanding How You Think
- ◆ What is the Difference Between Coach, Mentor & Trainer?
- ◆ Coaching & The NLP Communication Model
- ◆ Presuppositions of NLP & The 5 Success Factors

## ***Goals, Dreams & Outcomes***

- ◆ Creating & Reaching For Your Goals & Dreams
- ◆ Setting Well Formed Outcomes

## ***Rapport skills***

- ◆ In An Ideal World: Finding Your Own Preference
- ◆ Dancing The Dance: Rapport Exercises
- ◆ Developing Sensory Acuity
- ◆ Storytelling Using VAKADOG

## ***Modalities & Submodalities***

- ◆ SWISH Exercise in Pairs
- ◆ How Can You Use Swish?
- ◆ Habitual Patterns of Behaviour

## ***Perceptual Positions***

- ◆ Understanding Perceptual Positions
- ◆ Why Are They Useful?
- ◆ Meta Mirror Exercise – Understanding Conflict

## ***Anchoring***

- ◆ How To Anchor A Resourceful State
- ◆ Circle of Excellence as a Coaching Tool
- ◆ The Power of Belief

## ***Reflections & Where To From Here?***

# *Definition of NLP*

## *Neuro*

The nervous system (the mind), through which our experience is processed via five senses:

Visual  
Auditory  
Kinesthetic  
Olfactory  
Gustatory

## *Linguistic*

Language and other non-verbal communication systems through which our neural representations are coded, ordered and given meaning. Includes:

Pictures  
Sounds  
Feelings  
Tastes  
Smells  
Words (Self Talk)

## *Programming*

The ability to discover and utilise the programmes that we run (our communication to ourselves and others) in our neurological systems to achieve our specific and desired outcomes.

In other words, NLP is how to use the language of the mind to consistently achieve our specific and desired outcomes.

# *What is Coaching?*

For the past ten years there has been considerable interest in coaches and mentors – among human resource directors, organisation development consultants, management consultants, trainers and facilitators. In the last twenty years, corporate structures have evolved away from control of employees towards trust and collaboration, teaching every employee to think and behave like a leader.

The emphasis has been on accelerating performance for individuals and the organisation. Teamwork, empowerment and improved business performance have been the focus within organisations. However, if organisations are going to make long lasting changes, the individuals within them must change first. Coaching came onto the work scene in the 80s and today we see a shift taking place within the workplace.

Stability and certainty have given way to technological change, political upheaval, economic and community crises – and people at work are affected in every aspect of their personal and professional lives.

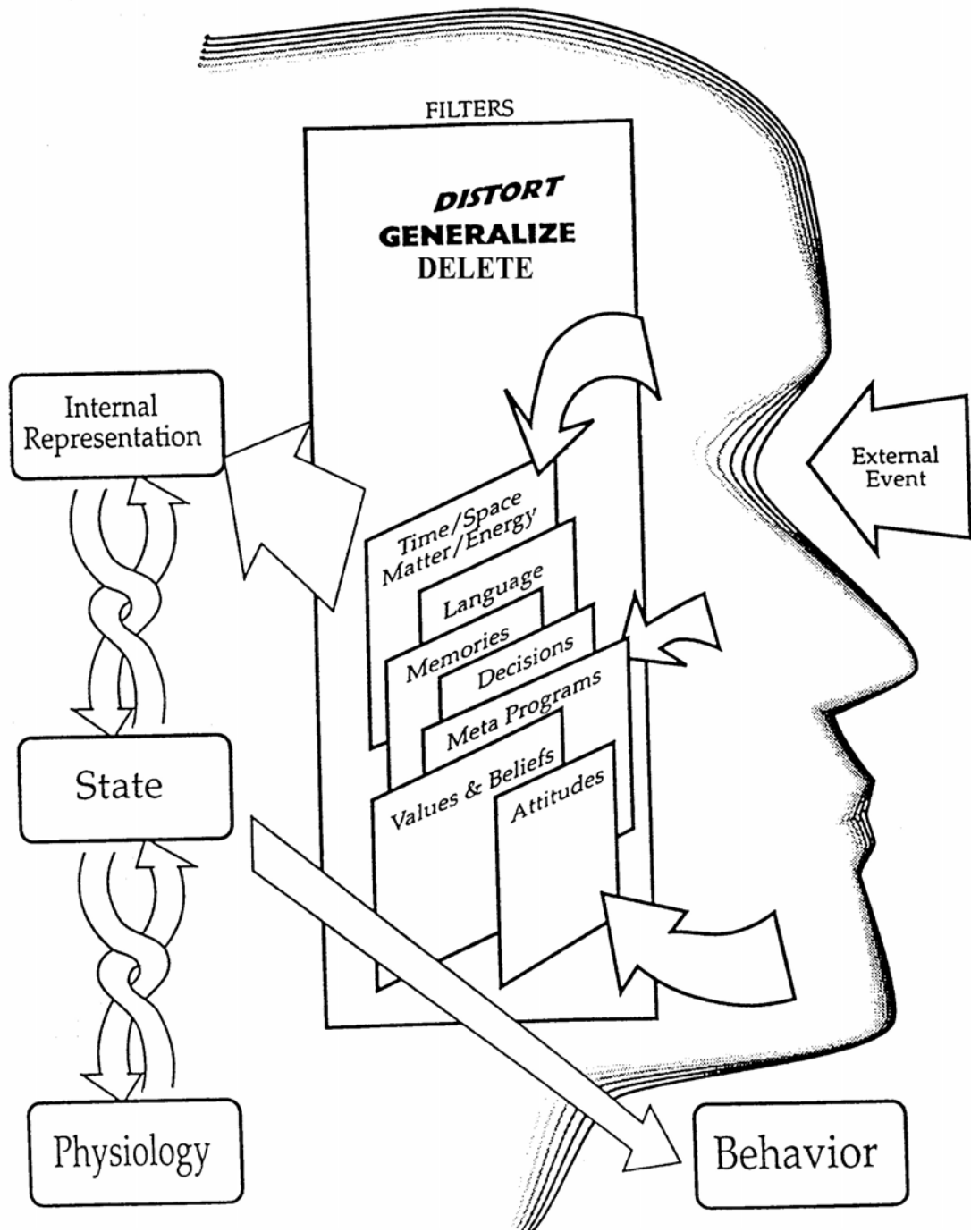
One resource that has increased the ability to deal with ambiguity and uncertainty is that of the personal or professional coach.

- Coaches look for shifting advantages within the change process.
- Coaches facilitate behavioural change and self-responsibility in their clients.
- Coaches improve performance, visioning, teamwork and the ability to take risks.

## *What Does A Coach Help You To Do?*

- To focus on what you want rather than what you don't want
- To define your outcomes and ensure that they do happen
- To really understand and prioritise what is important to you about your business or career
- To move from where you are now in your business or career to where you want to be
- To achieve goals that are currently eluding you
- To think about yourself and your business or career in a new way
- To be self-motivated to ensure you achieve your goals
- To build self-esteem, integrity and experience
- To achieve personal mastery

# NLP Communication Model



# *The 5 Success Factors*

## **1. Develop Rapport:**

- Rapport is meeting others in their view of the world
- Rapport is matching the way you communicate to the way the other person takes in information
- Rapport promotes trust and comfort between people

For effective communication you need to meet other people in their model of the world. In this way, they will feel that they are being acknowledged. Rapport integrates verbal and non-verbal communication.

## **2. Know Your Outcome:** *Know what you want*

Use well-formed conditions to check that you know what you are going for, and that your behaviour is appropriate and ecological. You may need to check out what the other people involved want, and dovetail your outcomes. Without an outcome you are more likely to be blown off course by external factors.

## **3. Take Action**

## **4. Have Sensory Acuity:** *How will you know you're getting what you want?*

Become more curious, and become more aware of the effects of what you do. These will become apparent within yourself (your internal state) and will also be discernible in other people. This information comes to you through your five senses: seeing, hearing, feeling, smelling and tasting (VAKOG). Notice what is different as a result of your action or thinking. You may choose to see the world as a mirror which is reflecting back the results of your thoughts and behaviours. Notice if you are getting what you want. In our culture it is not normal to notice this kind of information. It is more a case of regaining these skills, rather than of doing anything new.

## **5. Have Behavioural Flexibility:** *If what you are doing isn't working, do something different.*

Remember that you always have a choice of action. You may find it useful to examine the world from a number of different perceptual positions, perspectives, points of view. The more flexible you are at examining your situation, the more information you will be able to gather and the more choices you will discover. It is useful to give yourself at least three possibilities. Human behaviour is purposeful – it is a means to an end, not an end in itself.

## **6. Operate From A Physiology & Psychology of Excellence:**

You can do whatever you want. One of the presuppositions of NLP is that you already have all the resources you need available to you, and that these resources are accessible to you at any time. Learn how to access these resources, at appropriate times and places so that you can achieve excellence in everything that you do.

# *Setting Well Formed Outcomes*

## *Practical Exercise:*

### **1. *Stated In The Positive***

What specifically do you want?

### **2. *Specify present situation.***

Where are you now?

### **3. *Demonstrable In Sensory Experience – Evidence Procedure***

How will you know when you've got your outcome? Imagine you have it now.

**V** What are you seeing having got it?

**A** What are you hearing having got it?

**K** What are you feeling having got it?

**V** What are you doing having got it?

**D** What will others be seeing, hearing and feeling that lets them know that you've got it?

### **4. *Is it congruently desirable?***

What will this outcome get for you or allow you to do?

### **5. *Is It Self-Initiated And Self-Maintained?***

Is it only for you?

(You cannot set goals for others. You can only set goals for yourself.)

### **6. *Appropriately Contextualized***

When, where and with whom do you want it?

When, where and with whom do you not want it?

For how long do you want it?

### **7. *What Resources Are Needed?***

What do you have now, and what do you need to get your outcome?

Have you ever had or done this before?

Do you know anyone who has?

Act as if you have it.

### **8. *Ecology Check***

For what purpose do you want this?

What will you gain or lose if you have it?

Is it worth the cost to you?

Is it worth the time it's going to take?

Is this outcome in keeping with your sense of self?

# *Finding Your Own Preference*

## *Representational System Preference Indicator*

For each of the following statements, please place a number next to every phrase. Use the following system to indicate your preferences:

- 4 = Closest to describing you**  
**3 = Next best description**  
**2 = Next best**  
**1 = Least descriptive of you**

**1. I make important decisions based on:**

- gut level feelings  
 which way sounds the best  
 what looks best to me  
 precise review and study of the issues

**2. During an argument, I am most likely to be influenced by:**

- the other person's tone of voice  
 whether or not I can see the other person's argument  
 the logic of the other person's argument  
 whether or not I feel I am in touch with the other person's true feelings

**3. I most easily communicate what is going on with me by:**

- the way I dress and look  
 the feelings I share  
 the words I choose  
 the tone of my voice

**4. It is easiest for me to:**

- find the ideal volume and tuning on a stereo system  
 select the most intellectually relevant points concerning an interesting subject  
 select the most comfortable furniture  
 select rich, attractive colour combinations

**5.**

- I am very attuned to the sounds of my surroundings  
 I am very adept at making sense of new facts and data  
 I am very sensitive to the way articles of clothing feel on my body  
 I have a strong response to colours and to the way a room looks



# Scoring the Representational Preferences

## Step One:

Copy your answers from the test to the blocks below.

|    |                      |   |    |                      |   |    |                      |   |    |                      |   |    |                      |   |
|----|----------------------|---|----|----------------------|---|----|----------------------|---|----|----------------------|---|----|----------------------|---|
| 1. | <input type="text"/> | K | 2. | <input type="text"/> | A | 3. | <input type="text"/> | V | 4. | <input type="text"/> | A | 5. | <input type="text"/> | A |
|    | <input type="text"/> | A |    | <input type="text"/> | V |    | <input type="text"/> | K |    | <input type="text"/> | D |    | <input type="text"/> | D |
|    | <input type="text"/> | V |    | <input type="text"/> | D |    | <input type="text"/> | D |    | <input type="text"/> | K |    | <input type="text"/> | K |
|    | <input type="text"/> | D |    | <input type="text"/> | K |    | <input type="text"/> | A |    | <input type="text"/> | V |    | <input type="text"/> | V |

## Step Two:

Add numbers associated with each letter. There will be five entries for each letter.

|                | V        | K        | A        | D        |
|----------------|----------|----------|----------|----------|
| 1.             |          |          |          |          |
| 2.             |          |          |          |          |
| 3.             |          |          |          |          |
| 4.             |          |          |          |          |
| 5.             |          |          |          |          |
| <b>TOTALS:</b> |          |          |          |          |
|                | <b>V</b> | <b>K</b> | <b>A</b> | <b>D</b> |

## Step Three:

The comparison of the totalled scores gives the relative preference for each of the four major representational systems.

# *Representational Systems*

## *How we Look At / Tune Into / Feel About / Make Sense of our world*

### *Visual*

Uses words like: **see, picture, sight, looks, view, overview, focus, clear, looks right.**

Remembers events and experiences by the songs they were listening to at the time at the world through visual images and understands by making pictures of the meaning. Needs graphics and illustrations and loves to read, watch TV, see movies, daydream



### *Auditory*

Uses words like: **sound, hear, sounds like, tune, harmony, loud, tell me.**

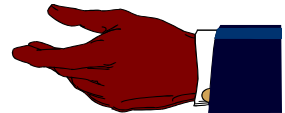
Listens to what people have to say and accepts it if it sounds, or the tone of voice the person used. Sings while they work or listens to music while studying.



### *Kinesthetic*

Uses words like: **feels, handle, cool, touch, heavy, hard, pressure, grasp.**

Gets a feel for things and people. Wants to touch people and things, strokes animals, picks things up and plays with them. Uses whole body movements or hands when describing something.



### *Logic & Common Sense*

Uses words like: **logic, common sense, reason, system, understand, make sense of, analyse, know.**

Needs to understand why something is important, instructions have to make sense, everything must be ordered and logical. Will enjoy printed details and flow charts.



# *Modalities and Submodalities*

## *Modalities*

Modalities are any one of the five senses:

- *Visual*
- *Auditory*
- *Kinesthetic*
- *Olfactory*
- *Gustatory*

## *Submodalities*

The sub-components of each modality are called submodalities. These are the qualitative distinctions we make within each representational system, the qualities of our internal representations, the building blocks of our thoughts. This is how we give meaning to our experiences. The following submodalities are not metaphorical, they are usually literal.

- *Dim future*
- *Bright prospects*
- *Everything looks black*
- *My mind went blank*
- *It's a small thing, but she blows it all out of proportion*
- *I'm feeling blue at the moment*
- *Building mountains out of molehills*

# *The SWISH*

## **1. Identify Context**

First identify a behaviour you would like to change, or where you feel you are stuck. Where or when would you like to behave or respond differently than you do now?

## **2. Identify Cue Picture**

Now I want you to identify what you actually see in that situation just before you start doing the behaviour you don't like.

*Since many people are on 'automatic pilot' at that time, it may help to actually do whatever has to precede the behaviour, so you can see what that looks like'.*

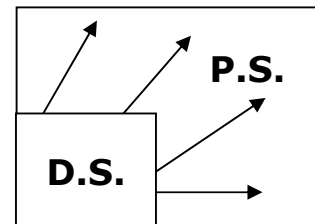
## **3. Create Outcome Picture**

Now create a second image of how you would see yourself differently if you had already accomplished the desired change. I want you to keep adjusting this image until you have one that is really attractive to you – one that draws you strongly.

*Notice their response, to be sure it's something they really like and really attracts them. A glow on their face that tells you what they're picturing is really worth going for.*

## **4. Swish**

Now swish these two pictures. Start with seeing that cue picture, big and bright. Then put a small, dark image of the outcome picture in the lower right corner. The small dark image will grow big and bright and cover the first picture, which will get dim and shrink away as fast as you can say 'swish'. Then blank out the screen, or open your eyes. Swish it as many times as you need – until the client either cannot get back the original picture or isn't bothered.



## **5. Test**

Now picture that first image...What happens? If the swish has been effective this will be hard to do. The picture will tend to fade away and be replaced by the second image of yourself as you want to be. If the old behaviour is still there when you test, back up and do the swish pattern again.

# *What are Perceptual Positions?*

Perceptual positions provide a balanced approach to thinking. They are a way to help a client gain more information about what could be going on. The technique is also a great way to solve problems. In situations where you feel you have little control and there is a lack of understanding or progress, perceptual positions can provide a way of developing understanding and creating new choices.

This is a very powerful technique for finding solutions that are likely to transform your experience of the whole situation. It is a technique instinctively used by skilful negotiators as a way of taking a balanced approach to a situation.

Using shifts in perceptual positions is a short cut to achieving excellence. They are a way of appreciating situations from different standpoints.

## *When should you use each position?*

**1<sup>st</sup> Position** When you want to stand up for yourself, see things from your perspective, hear things for yourself and get in touch with your own feelings, 1<sup>st</sup> position is a good position to adopt when initially setting outcomes for yourself. It is a position from which to ask yourself the question "What do I really want?" It is also an appropriate position in which an ecology check (impact on other areas in your life) for any outcomes you set yourself, i.e. does this outcome fit with who I am/want to be? Developing your ability to experience 1<sup>st</sup> position can be a way of moving from non-assertive to assertive behaviour.

**2<sup>nd</sup> Position** When you can't understand the behaviour of another person, 2<sup>nd</sup> position is a way of getting behind their behaviour and into their experience and feelings. Once you understand or seek to understand, this will communicate itself to the other person and will often give them a feeling of reassurance that you do understand their position. More especially, it will give you greater understanding and therefore choice about how to deal with the situation taking into account how the other person is affected by it.

**3<sup>rd</sup> Position** This position can be valuable when you want to stand back, take stock and think objectively about a situation. It can be particularly valuable when you don't want to get involved emotionally in a situation. People who are able to handle aggression from others in a controlled and unemotional way often do this from 3<sup>rd</sup> position so that they are not, for example, experiencing the feelings of anger, frustration or hurt that they might feel if they were in 1<sup>st</sup> position.

# *Recommended Resources*

1. *Accelerating Performance*, Sunny Stout Rostron, Kogan Page, 2002, ISBN 0-7494-3642-5
2. *NLP Distance Learning*, CD & Workbook Series, Min McLoughlin, Advanced Human Technologies, 2002.
3. *The NLP Coach*, Ian McDermott and Wendy Jago, Piatkus, 2002, ISBN 0-7499-2277-X
4. *NLP for Managers*, Dr Harry Alder, Piatkus, ISBN 0-7499-1613-3
5. *Introducing Neuro-Linguistic Programming*, Joseph O'Connor & John Seymour, Mandala, ISBN 1-85274-073-6
6. *Make the Most of Your Mind*, Tony Buzan, Pan Books, ISBN 0-330-30262-0
7. *Use Your Brain For a Change*, Richard Bandler, Real People Press, ISBN 0-911226-27-3
8. *NLP at Work*, Sue Knight, Nicholas Brealey Publishing, ISBN 1-85788-070-6
9. *Reframing*, Richard Bandler & John Grinder, Real People Press, ISBN 0-911-226-25-7
10. *The Handbook of Coaching, A Resource Guide To Effective Coaching with Individuals and Organizations*, Frederic Hudson, Ph.D., Hudson Institute Press, Santa Barbara CA, email: [Hudson@silcom.com](mailto:Hudson@silcom.com), web: [hudsoninstitute.com](http://hudsoninstitute.com), ISBN: 1-884433-50-2

# ***Sunny Stout Rostron***

## ***Performance Consultant***

Sunny Stout Rostron is an international performance consultant with a wide range of experience in leadership, communication, conflict resolution and strategic performance development. She specialises in training trainers, managers, facilitators and coaches. Sunny speaks regularly at conferences in the UK, USA and South Africa.

Sunny's workshops are experiential, practical and dynamic. They use the cutting edge techniques of adult learning theory, whole brain thinking, neuro-linguistic psychology, deep democracy and theatre-based techniques to achieve excellence and increase personal effectiveness. Sunny works within organisations to accelerate performance and to develop people. She helps organisations to assess where they are now, and where they are going - aligning individual values and goals with those of the organisation. She looks at helping organisations to identify how they have succeeded so far, and what is preventing them from going the next step.

Sunny works with deep democracy, which differs from traditional problem solving in that it doesn't strive for agreement or compromise, it strives for consensus. Sunny helps individuals and groups move beyond their self imposed boundaries, helping them to understand the dynamics, conflicts and issues that exist at a conscious and unconscious level within the group.

Sunny is the author of several books, including the BBC series, 'Doing Business in Europe,' 'Managing Training' (Kogan Page) and her recent book, 'Accelerating Performance, Powerful New Techniques To Develop People' (Kogan Page) a dazzling kaleidoscope of exciting new ideas and international case studies for performance consultants. Sunny is currently completing her doctorate in coaching with the University of Middlesex in the UK.

Based in Cape Town, Sunny is managing partner of Express Training CC, with associates in London and San Francisco. She currently has a range of programmes in the corporate, legal and education fields worldwide. Her clients range from blue-chip multi-nationals to government departments.