

NLP Training & Certification Guide

January 2015

By Michael Beale

I highly recommend Michael Beale as one of the few trainers licensed internationally by the Society of Neuro-Linguistic Programming

Richard Bandler, NLP Co Founder

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PERSONAL BUSINESS NLP TRAINING

1:1 NLP TRAINING SUMMARY

Business NLP Ltd offers unique, personalised and fully certified 1:1 training, in-house courses, and for senior leaders and teams, Marshall Goldsmith stakeholder centered leadership and team coaching programmes.

Our 1:1 training can be taken face to face or internationally using Skype together with the CoachingCloud coaching platform.

This page gives a short summary of our 1:1 training and coaching. The body of the guide gives further details of these and our other programmes.

NLP Practitioner	2 hour sessions every 2 weeks over 6 months, plus workshops.	£1800, paid in instalments of £300 a month.
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* Existing Practitioners only

** Existing Master Practitioners only

To find out more, telephone +44 (0) 7944 388621,
or visit business-nlp-training.uk to book a consultation.

ABOUT THIS TRAINING GUIDE

The purpose of this guide is to introduce you to some of the benefits and advantages of Neuro-Linguistic Programming (NLP) and show how you can benefit from them in both personal and professional capacities.

The guide also introduces [Business NLP Ltd.](#), which has 14 years' experience of providing individuals with accredited 1:1 NLP training and coaching focussed on the needs of business and professional people. We also provide a series of business focussed [In-House NLP courses](#) and for senior clients, our sister company, Executive Coaching, offers Marshall Goldsmith's [Stakeholder Centered Coaching](#), the world-renowned leadership programme used by many top CEOs.

We currently provide two free 50 minute [NLP Objective setting](#) sessions by telephone or Skype. These help you clarify how our training can be useful to you, and answer any questions you may have.

You may or may not be one of our target clients, but you will find useful information and links to great NLP resources both throughout this guide and on the [website](#). If you want to know more, please [get in touch](#) to discuss how NLP can help you move forward in your career.

WHAT IS NLP?

Neuro-Linguistic Programming (NLP) starts with curiosity: curiosity as to how situations work (or don't work). This leads to modelling top performers and the learned skill can be transferred through a number of NLP attitudes, techniques, and tasks.

NLP is a way to develop physical strategies that combine aspects of behavioural psychology, linguistics, hypnosis, modelling and common sense. NLP is a powerful vehicle for personal and business change, used by many thousands of people around the world. It's about exploring attitudes that lead to success, modelling top performers, and integrating the resulting techniques into your business and personal lives.

Applications from early NLP work are now found in many areas of personal performance development including coaching, sales, leadership, change management, and personal

influence and impact. The world's top athletes and sports people, entertainers, and performers use NLP to mentally rehearse and get into their highest performance frame of mind.

WHAT ARE THE REWARDS?

NLP can help you to achieve better business and personal results on a consistent basis as well as enjoying greater satisfaction in life generally.

NLP is also about letting go of some things that hold you back from being more effective. It can help you to stop analysing and learn to trust your natural processes. You may be surprised that when you connect fully with your senses, you take in more useful information from the outside world.

As a result of training with us, our delegates have:

- Gained significant career promotions;
- Started their own successful businesses;
- Resolved conflicts within their companies;
- Overcome frustrating barriers in their personal and work relationships;
- Gained greater confidence to explore and move towards their dreams;
- Increased their earnings as sole traders;
- Successfully implemented significant business change programs; and
- Much more!

As a side effect of the training all our delegates become more motivated and excited about their futures.

NLP is an amplifier that enables you to develop or improve the skills that you already have.

HOW IS NLP DIFFERENT?

NLP is different from other development approaches in that:

- it is modelled from individuals who were experts at helping others change. It is not an abstract theory but a set of tools derived from practical experience;
- it takes into account how we connect to the world through our sensory experience and how we store and change that experience through our minds and bodies;
- it is highly effective at connecting conscious and unconscious resources, leading to you discovering ‘untapped potential.’ NLP combines logical, sensory, emotional and intuitive thinking so you reach your goals more easily; and
- NLP is as much about ‘unlearning’ and ‘letting go’ of what you’ve previously learned and that is getting in your way, as having to learn a lot of new material.

It’s worth remembering that while NLP can and does produce immediate ‘magical’ results, both personally and for business, the best practitioners have spent many, many years practising and refining their craft.

The best NLP training is through experience rather than traditional classroom learning.

NLP FRAMEWORK

While the majority of NLP training is experiential, we have a number of simple frameworks that explain the content of our courses. Previous delegates have found these make it easier to apply some of the concepts.

BEGINNING FRAME

The frank establishment of any rules, expectations and boundaries involved in conducting an intervention or working relationship to avoid future misunderstanding. After all, if you’re heading on a group expedition it’s recommended that you’re working from the same map!

The most important things to say may often be those you think are too obvious to need saying. With NLP you question and draw attention to the assumptions and expectations that the clients, and the coach, bring into an engagement.

STATE

This means triggering the appropriate mood through physical change or mental preparation. In NLP we train you to manage your state through the careful replaying of memories, adjustments in your physiology (posture, walk, hand gestures), and by addressing any unhelpful beliefs you may have regarding your performance.

We also train you to recognise your habits and the effect these may have upon on the people you interact with.

OUTCOME

The goals we have in our professional lives often differ from things that are truly important to us as rounded human beings. In NLP we help you to phrase your outcomes in the most exciting and genuine terms.

What is most important in NLP is that goals can be described in sensory terms. This means that a goal is grounded in the physical world and has emotional resonance.

The purpose of a goal is to set a direction that is motivating. The route and the end point are likely to vary many times along the way.

RAPPORT

This is an honest connection and open communication between two or more people. There are many types of rapport and they all have their advantages and disadvantages. If you want to connect to a person, then a state of rapport is appropriate, whereas if you don't want to be influenced it is best to break rapport.

A basic exercise for exploring rapport in NLP is the natural process of 'Matching and Mirroring'. People that click with one another often begin to display similar postures, gestures, and language traits. You will play with matching each other's behaviours to show how this changes the depth of your communication.

CURRENT STRATEGY

This means understanding what you're doing now to achieve, or to sabotage, your goals. It's about being able to elicit information and determine the detailed sensory sequence that people go through in performing their everyday actions.

TECHNIQUE OR TASK

What will take you from where you are now to where you want to get to? NLP provides numerous tools for helping you acquire any internal and external resources needed to achieve an outcome.

FUTURE PACE

This is an imagination exercise that develops a detailed connection between the session and the action needed in the real world to bring about the desired result. It involves imagining carrying out the next smallest activity that, when successfully completed, moves you towards your goal.

END FRAME

We show you how to conclude and close an interaction with reference to the issues raised in the beginning. This reinforces the positive elements of the session in a way that you are likely to remember and put into action. While you are closing the interaction it is important to emphasise that the learning will continue out in the real world.

KEY NLP ELEMENTS

Alongside the typical framework set out above, there are a number of factors that are important at every stage. These are:

VALUES

A label for things that are important to you at a core level. These may be very different to corporate values and can be generalised and superficial. A discussion of your values will make it easier for you to connect with what's important.

VALUE RULES

These define the criteria by which your values are met in the outside world. In NLP we ask you to explore what has to happen for your values to be met in real life. Let us say, for example, that a one of your key values is 'trust'. We would get to

explore the similarities and differences of a situation in which you felt trust, to one in which you did not. The more you understand what is needed to meet that value, the easier it will be to achieve it.

BELIEFS

These are assumptions about the world which either help or hinder you in achieving an outcome. With NLP training you explore ways of changing your beliefs when you decide it is in your interest to do so.

SENSES AND SUBMODALITIES

All our knowledge and experience is acquired and organised through our senses. Understanding how we react to different situations is a key for personal change.

In NLP our senses are sight, hearing, feeling, taste and smell. Submodalities are identifiable qualities of these senses - such as light and dark for sight.

One NLP technique for coping with unpleasant and hindering memories is to change the way they present themselves within our minds. For example, we may ask you to change the colour of the memory, to push it into the distance, or to make any voices comical. This then changes the effect it has upon your state, potentially turning a once unpleasant memory into something neutral or even funny.

HYPNOTIC LANGUAGE

In NLP training you will learn to unlock creativity and gently set a direction through language borrowed from the world of hypnotherapy.

TIME

NLP includes exercises that look at events and experiences from different points in time and perspectives of time. This is very valuable in planning and rehearsing for the future.

STORIES

Stories have a unique structure and can stimulate our conscious and unconscious thinking by conveying complicated information about ideas, states and strategies.

Your NLP training will teach you to construct and deliver stories that convey the messages designed to achieve your outcomes.

META PROGRAMMES

In NLP, these profiles are used as a way of predicting a person's general preferences for relationships to people and events. They can be used to increase rapport, influence and persuasion.

MODELLING

This is the heart of NLP: the process of systematically coding and transferring attitudes and strategies from one person to another. Emulating characteristics that successful people have shown in order to get results in defined areas and combining both logical and intuitive approaches. You will learn a variety of modelling approaches on an NLP course.

NLP FOR BUSINESS AND PROFESSIONAL PEOPLE

NLP is for anyone who wants to explore getting better results at work or in their personal lives.

The NLP training market spans every area of society imaginable. Different NLP training providers specialise in different market groups, so it is important that you choose a supplier that caters for the context and environment in which you're planning to work.

Our speciality is in training business and professional people, and we are delighted to have worked with talented and accomplished people from a wide range of backgrounds, including CEOs, VPs, Account Directors, Technical Specialists, Management Consultants, Marketing Managers, Finance Directors, SME Business Owners, Accountants, Public and Voluntary Sector Managers, Senior Civil Servants, Sales Directors, Recruitment Consultants and HR Managers.

ABOUT 1:1 NLP TRAINING

It is important to have an open mind and be willing to try out new approaches.

Sometimes what you think will work, doesn't but something you think can't possibly help, actually works easily.

Most people don't even think about one-to-one (1:1) training at first, but over our years of providing courses and individual training, we have found that the 1:1 approach is by far the most powerful method. One-to-one combines the best of NLP training and coaching. It enables you to work towards your goals and learn

a new attitude and skill set that will be useful throughout your life and career.

The training starts with two NLP objective setting sessions to give you the chance to clarify what would make it useful to you. You can check for yourself that this approach will genuinely help you move towards your goals.

You will be shown how to add your goals and milestones to the CoachingCloud on-line coaching and mentoring platform. These goals will develop and evolve throughout the training, they enable you to set the direction you are heading (and change it if you wish).

Most delegates opt for a 2-3 hour session every two weeks either face-to-face or on Skype, together with occasional reading assignments and tasks between sessions. The length of training depends on the specific programme. For example, NLP Practitioner accreditation takes six months, subject to satisfactory progress.

Included in your course fees is attendance at advanced NLP 1-day workshops every 3 months during your training. These give a safe environment to practice and network with other delegates and established practitioners.

NLP CERTIFICATION

We provide NLP Certification accredited by the Society of NLP, the original certification body formed by NLP Co-Founder Richard Bandler.

With the SNLP, you can be assured that your certificate and your skills will always be up to date and recognised throughout the world.

While your own growth, development and skill level are more important than any certificate, our delegates appreciate Richard's signature on their certificate, confirming that they have genuinely received the most up-to-date and effective NLP training available.

While certification is easy and straightforward, it is not automatic. You will need to take an active part during your training, demonstrate a degree of openness, and demonstrate an increasing competence with the attitudes and techniques of NLP.

We strongly advise you to choose courses accredited by either of the NLP Co-creators, Richard Bandler or John Grinder, as they have both significantly developed their approaches to NLP over time.

HOW TO UNLOCK NLP'S REWARDS

As with a lot of learning, the rewards you receive from NLP training relate to how well you think through what you want to achieve beforehand, and how you apply what you've learnt afterwards. Our 1:1 training is designed to help you with both.

As you might expect we recommend 1:1 training, followed by small group courses as the most effective methods of learning. We do recommend books, DVD and CDs as supplements to face-to-face training, but never as a replacement for it.

NLP training requires a degree of courage, openness, and honesty.

We regularly hear from students who had struggled to apply NLP techniques learned from a book or DVD, and who were able to do so after our training programme. After all, you can read a book about the rules of tennis, but until you stand there and face another player with a racket in your hand, you don't really know how to play tennis. Similarly, you can read a recipe book and understand the ingredients to make a dish, but until you have cooked, tasted and shared it with friends, you are missing out on vital parts of the experience.

When you have experienced NLP training and seen, heard, and felt the effects of the techniques for yourself, you can fully understand the power and importance of experiential training.

By committing the time and effort into a subject as powerful as NLP, you will definitely recoup your investment many times over.

WHY CHOOSE BUSINESS NLP LTD.?

Our focus is on providing you with the most effective NLP training and business performance coaching available. We focus on helping business and professional people to tackle key issues in their work life, develop their potential and that of their company, and increase their job satisfaction.

To keep our courses on the cutting edge, we continually update our programme with the latest developments in NLP and related disciplines. We have trained with the most respected and highly regarded trainers in the world, including both NLP co-creators, to ensure our training is both up to date and of the highest quality. This means that you are sure of learning the most effective approaches and techniques available.

We have more than 14 years' experience of applying NLP in business, so we can understand and relate to your role and ensure that we provide the training and ongoing support that meets your needs.

SUCCESS AND FULFILMENT QUIZ

As part of our NLP objective setting sessions we will invite you to take our baseline quiz. The questions are based on neuro-science research about attributes that are associated with success and fulfilment.

The purpose of the quiz is help you set the scene and think through what you really want. To give a baseline from which to work, give yourself a mark from 0 (low) to 100 (high) for the following:

- Do you have a clear purpose at work and personally?
- If yes, do you have a plan to achieve it?
- Do you know and appreciate what you have now?

- How good are your connections with your friends, family, colleagues and customers?
- Are you able to speak your mind, make your own decisions and take action on those decisions?
- How much time do you invest in generative activities? For example sport, meditation, art, writing and other hobbies?

FREE OBJECTIVE SETTING

To start your 1:1 NLP training we offer two free 50 minute [NLP objective setting](#) sessions by Skype or telephone. These will give you the chance to ask questions and clarify what will make the training really useful to you.

We invite you to complete our success and fulfilment quiz (see section above) before agreeing 2-5 end goals. We then ask you to break each goal into 2-5 milestones and indicate some very simple short term actions you could take for each. You can, and are encouraged to, let these change and evolve throughout the training.

We will show you how to add your end goals to the [CoachingCloud](#) on-line coaching and mentoring platform so we can both keep track of your progress throughout the training.

After these two free sessions, you can decide if you want to continue with your training. You are under no obligation to do so if you decide that NLP training is not right for you yet.

1:1 NLP TRAINING

Our 1:1 [NLP training](#) normally consists of one 2-3 hour session once a fortnight together with attendance quarterly open sessions throughout the duration of the training.

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IN HOUSE NLP COURSES

As well as 1:1 training for individuals, we also offer in-house NLP courses for your team or company. Contact us to find out more about the [NLP Business Courses](#) we can provide.

STAKEHOLDER CENTERED COACHING TM

Our sister company, Executive Coaching, also offers [leadership coaching](#) for senior executives. This world renowned Marshall Goldsmith leadership programme guarantees results and offers a no gain, no fee promise.

PREPARING A BUSINESS CASE

We have helped hundreds of delegates get management approval and sponsorship for our courses by providing them with the information they need to submit a compelling business case.

MICHAEL BEALE, BUSINESS NLP LTD FOUNDER & DIRECTOR

Michael is a Richard Bandler-certified NLP trainer and a John Grinder-accredited NLP coach and has been training and coaching rising executives and entrepreneurs for over 12 years.

He has trained with seven international NLP Master Trainers. He runs Business NLP Ltd., an NLP training company for business and professional people and The Executive and Business Coaching Network (EBCN), which is a worldwide network of top business coaches.

Michael creates a comfortable and stimulating environment where people can explore ideas, behaviours and states.

Before running Business NLP full time, Michael was Strategy Development Manager for BT plc. He has significant experience in sales and marketing, as well as retail buying and merchandising.

I highly recommend Michael Beale as one of the few trainers licensed internationally by the Society of Neuro-Linguistic Programming. Richard Bandler, NLP Co-Founder.

GLOSSARY OF NLP TERMS

Ab-reaction	The sudden and violent release of repressed emotion.
Accessing cues	Subtle behaviour that will help to trigger and to indicate which representational system a person is using to think with. Typical types of accessing cues include eye movements, voice tone, body posture, and breathing patterns.
Alignment	The stage where you enter your client's model of the world.
Analogue	Information presented in a continually variable form, rather than in discrete packages (c.f digital) The changing volume of speech is 'analogue' while the actual words are 'digital'.
Anchoring	A stimulus or trigger paired with a specific response. Anchors may be set deliberately or inadvertently, openly or covertly.
Anchor collapsing	When two different anchors fire simultaneously, the end result is a mixed or neutral state. Neither anchor will remain intact.
Associated	Experiencing through your own senses.
Auditory	Related to hearing, or the sense of hearing.
Away from	Motivational pattern marked by the avoidance of an unwanted experience, rather than by accomplishing a desired outcome.
Behaviour	The physical actions (and reactions) through which we interact with people and the environment around us.
Behavioural flexibility	The ability to vary one's own behavior to elicit a response.
Beliefs	Robert Dilts defined beliefs as: Closely held generalisations about (1) cause, (2) meaning, (3) boundaries in (a) the world around us (b) our behavior (c) our capabilities and (d) our identities.
Belief change flexibility	The ability to try out new beliefs for a short time as a part of testing their usefulness.
Brain washing	Changing the thoughts, beliefs, behaviours and/or responses of a client without his or her consent.
Calibration	The process of learning to 'read' the unconscious, non-verbal responses of others.
Cause and Effect	Real or perceived causal relationship involving two or more events.
Chunking	Chunking refers to organising or breaking down some experience into bigger or smaller pieces:

	Chunking up involves moving to a larger, more abstract level of information.
	Chunking down involves moving to a more specific and concrete level of information.
	Chunking laterally involves finding other examples at the same level of information.
Cold reading	The ability to appear to be an effective palm reader, clairvoyant, etc., without any psychic ability.
Congruence	When all of a person's internal beliefs, strategies, and behaviours are fully in agreement and oriented to securing a desired outcome.
Consciousness	Everything that is in current awareness.
Content	The 'story', including the perceived cause, associated with a problem. The product of reflection, interrogation, and psychoanalysis.
Context	The framework surrounding a particular event. The framework will often determine how a particular experience or event is interpreted.
Criteria	The values or standards a person uses to make decisions or judgements. It is useful to understand your own and other people's criteria in both business and personal situations.
Deep structure	The sensory maps (both conscious and unconscious) that people use to organize and guide their behaviour.
Digital	Data presented in discrete packages, rather than in continuously variable form (c.f. analogue). Words, of example, are digital whereas the changing volume in which they are spoken is analogue.
Ecology	Is genuinely beneficial to yourself, to those closest to you and maybe mankind and the universe.
Exit Point	A point in a strategy that allows the client to know when to stop the processing.
Expectancy	The positive (or negative) anticipation of both coach and client regarding the outcome. The anticipation can effect the outcome.
Four Tuple (or 4-tuple)	A method used to notate the structure of any particular experience. The concept of the four tuple maintains that any experience must be composed of some combination of the four primary representational systems - A,V,K,O where A = auditory, V = visual, K = kinesthetic and O = Olfactory and Gustatory.

Future Pacing	The process of mentally rehearsing oneself through some future situation in order to ensure that the desired behaviour will occur naturally and automatically.
Frame	Construct of how a situation or event is perceived or the 'rules' behind any interaction. Can have a significant impact on what outcome is achieved. Thus changing the frame (reframing) can have a significant impact on the outcome.
Gustatory	Relating to taste or the sense of taste.
Hypnosis	A method of focusing or changing some one's attention, making them more or less 'suggestible' to external or internal commands and giving them greater access to their own resources.
Hypnotic Language	A way of leading people into a hypnotic state, often initialling focusing on what is true for them and leading them into useful hypnotic states.
Installation	Facilitating the acquisition of a new strategy or behaviour. A new strategy may be installed through some combination of NLP skills or techniques and/or any combination thereof.
Kinesthetic	Relating to body sensations. In NLP the term kinesthetic is used to encompass all kinds of feelings including tactile, visceral and emotional.
Layering	Using two or more different techniques towards a given outcome to increase the likelihood of success.
Meditation	An altered and normally highly 'aware' state which is accessed by focusing on a word or rhythmic behaviour like breathing. Usually less directive than hypnosis.
Mental Maps	The idea that our experience of life is built up from our own unique mental maps based on our experience, values, beliefs etc. We are more likely to help others change and develop if we can work from their maps rather than impose our own on them.
Meta Model	The meta model is a model developed by John Grinder and Richard Bandler that defines syntactic environments by which one can detect and challenge deletions, generalisations and distortions. Using questions from the Meta Model (albeit with care) can help raise our client's unconscious strategies into consciousness and help them solves their own challenges without us having to make direct suggestions.
Meta Programs	A process by which one sorts through multiple generalisations simultaneously. As such, meta programs control how and when a person will engage any set of strategies in a given context.
Metaphor and stories	Stories, parables and analogies used in order to communicate a

particular idea. Throughout history stories have been a very effective means to communicate ideas and stimulate change.

Milton Model	A model developed by Richard Bandler and John Grinder through the hypnotic language patterns of Dr. Milton H. Erickson.
Modelling	The act of creating a calculus which describes a given system. NLP came and comes from modelling successful people. Modelling people that 'aren't successful yet' in a specific context can also be useful as it may give the person ideas how to improve on their own, or ideas for what the coach needs to do next. From our point of view a model doesn't need to be 'true' it just needs to work!
Modalities	Referring to our five senses, especially when describing how subjective experience is created.
Nominalisation	Verbs transformed into noun; a 'process' represented by a 'thing', inferring that it can't be changed easily. For example: Communication is a nominalisation of the verb To Communicate. "Communication is awful at work" feels set in stone. "We need to communicate better at work" is full of possibility.
Neuro-Linguistic Programming	Co-founded by Richard Bandler and John Grinder. There are many useful descriptions of NLP. Richard Bandler describes it as 'The study of the structure of subjective experience and what can be calculated from that'. We like to describe it as an exploration of how we think, communicate and change. Whichever definition you choose, NLP involves a study of attitudes that lead to success, modelling great performance and distilling both of these into techniques which enable others to produce improved results in a given context.
Neuroplasticity	The ability of brain architecture to be changed by experience.
NLP Coaching Model	A simple model developed by PPI Business NLP to apply NLP to coaching and consultancy.
Olfactory	Relating to the sense of smell.
Outcomes	Goals or desired states that a person aspires to achieve. The key purpose of an outcome is to be big and motivational enough to set a direction.
Overlapping	Extending processing ability and expanding experience by moving from one representational system to another.
Pacing	A method used by communicators to establish rapport by matching certain aspects of their behaviour to those of the person with whom they are communicating.
Parts	A metaphoric description of programs and strategies of behaviour

that may appear to function independently from the client. While we may use 'parts' as part of an intervention we're particularly keen to ensure all 'parts' are integrated into a functioning whole.

Prayer	Similar in some ways to meditation, trance and hypnosis. Can also produce very positive results.
Predicates	Process words (like verbs, adverbs, and adjectives) describing a subject. Predicates are used to identify which representational system a person is using to process information.
Preframing	Setting in advance the boundary conditions of an experience or event. Can make a significant difference to the outcome.
Presuppositions	Information assumed, but not overtly stated, to be present in order for a statement to be understood. (NLP Presuppositions are a set of beliefs that can be very effective when coaching a client - e.g. that there is a positive intention behind every behaviour.)
Priming	The use of words covertly to trigger a specific psychological response from the listener.
Process Language	Giving a client a process or sequence of tasks with very little content. If the client fills in the missing content with what's right for them and carries out the tasks, it will lead to somewhere useful to them.
Rapport	The presence of trust, harmony and cooperation in a relationship.
Reframing	Changing a negative response to an experience into a positive or neutral one by placing it into a different context or meaning.
Relaxation Response	Opposite to the fight or flight response. Brought about by certain meditative and relaxation techniques which cause an increase in the functional relationship between the two hemispheres in the brain.
Representational Systems	Senses through which the brain receives information about the environment - e.g. visual, auditory, kinesthetic etc.
Revivification	Process of treating an abstraction as a concrete or material object.
Restful Alertness	A state experienced during meditation characterised by reduced metabolic activity coupled with wakefulness.
Secondary Gain	Where some seemingly negative or problematic behaviour carries out some positive function at some level. E.g. smoking may help

	a person to relax or help them fit a particular self image.
Solution Frame	Construct aimed at orientating the subject towards solutions rather than avoiding problems.
Solution Orientated Thinking	Seeking solutions rather than spending all the available time on analysing problems.
Stacked Anchor	Two or more different responses set to be activated by the same stimulus. Most commonly, stacking is used to create a particular resource state.
Synesthesia	The process of overlapping between representational systems, characterised by phenomena like see-feel circuits, in which a person derives feelings from what they see.
State	The total ongoing mental and physical condition from which a person is acting.
Strategy	A set of explicit mental and behavioral steps used to achieve a specific outcome.
Sub-Modalities	The special sensory qualities perceived by each of the five senses. For example, visual sub-modalities include colour, shape, movement, brightness, depth etc., auditory sub-modalities include volume, pitch, tempo etc., and kinesthetic sub-modalities include pressure, temperature, texture, location etc.
Surface Structure	An utterance without any deep structure background - or unconscious - information.
Structure	The way in which a specific behaviour functions, as opposed to the reason it exists (content).
Synesthesia	The process of overlapping representational systems, characterized by phenomena like see-feel circuits, in which a person derives feelings from what they see, and hear-feel circuits, in which a person gets feelings from what they hear.
Timeline	Subjective construct which metaphorically organises your client's past, present and future time.
Time Distortion	Subjective temporal experience that differs from 'objective' clock time.
T.O.T.E	Developed by Miller, Galanter and Pibram, the term stands for the sequence Test-Operate-Test-Exit, which describes the basic feed-back loop used to guide all behavior. Useful in establishing strategies.
Towards	Motivational pattern marked by seeking to accomplish or achieve a particular goal.

Trance	A natural, altered state of consciousness, usually marked by reduced awareness of external events and increased focus on specific thoughts or feelings. Hypnosis is often described a way of using naturally occurring trance.
Trance Logic	Explanation advanced by the subject to explain behaviour induced by post-hypnotic suggestion. These often appear to be appear odd by un hypnotised observers - but may still be very useful.
Trance Phenomena	Behaviours usually associated with deep hypnosis (Amnesia, Arm Levitation, Hallucination etc).
Transderivational Search	The act of locating through meaning(s) which may not be explicit in a surface structure.
Translating	Connecting the meaning of one representation to the same meaning in another representation.
Unconscious	Everything that is outside conscious awareness.
Up-Time Trance	Altered or hypnotic state in which the client maintains contact with outside world.
Values	A label that indicates what's important to a client.
Value Rules	What has to happen in sensory experience for a value to be met.
Visual	Relating to sight or sense of sight.
Well-Formedness Conditions	<p>In NLP, a particular outcome is well-formed when it is:</p> <ol style="list-style-type: none">1. Stated in positive terms2. Initiated and maintained by the individual3. Ecological - maintains the quality of all rapport systems, and4. Testable in experience - sensory based. <p>We suggest a further step - 5. What is the smallest action that will get you started?</p>

With huge appreciation and thanks to Garner Thomson, Founder and Training Director of The 'Society of Medical NLP' who provided some of the definitions.

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