

MA Neuro Coaching



NLP Practitioner Assignment

By Susanna Kenyon-Muir

January 7th 2022

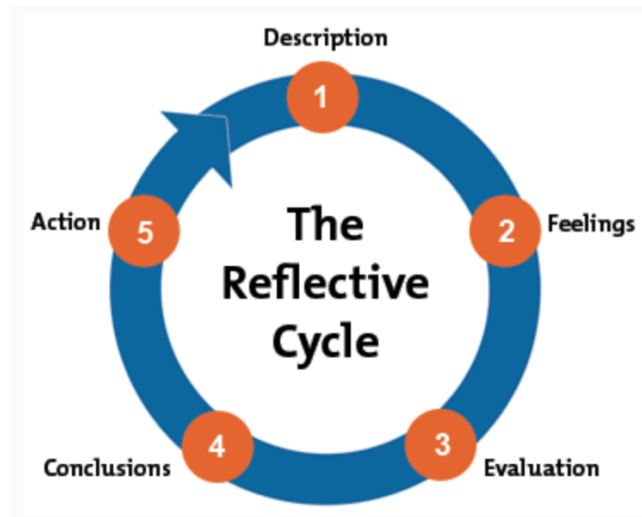
Student number: 2029616

Written Assignment

1. Introduction

The purpose of this assignment is a critical reflection of the learning experience for the Neuro Linguistic Programming Practitioner course (through NLP Dynamics) I embarked on in 2019, and my experiences thereafter. NLP, Neuro-linguistic programming, was developed by Richard Bandler and John Grinder in the early 1970's. NLP can be defined as a "a set of skills that reveal the kind of communication that matters most – on the inside and out" (Bundrant H., 2021). What I liked about NLP and the course was the focus on positive outcomes and using this to apply to one's life; both personal and professional. This to me was an exciting journey to embark on as I could see a multitude of applications in my life; my personal relationships, family dynamics, and my ability to improve relationships in my career.

In the paper below I will use Gibb's model of reflection¹ ((Gibbs G., 1988)



- see Appendix 2) to critically evaluate the learning as a whole, the successes, the methodologies used, including which ones were the most profound for me, the ethics used throughout, and how the course has been a stepping stone to furthering my

¹ Gibb's model is a self-reflection tool that help people to think clearly and systematically about different experiences they encounter - see Appendix 2 for further clarification and the diagram of Gibb's model

journey with NLP and coaching. I decided to use Gibbs's model due to its systematic approach to describing, analysing, evaluating and coming out with actions to address one's reflections for areas of improvement. I often use a critical and improvement-focused approach in my professional life, which has served me well in my career. There are other critical reflection tools available which I will perhaps review for future assignments in order to ascertain which one works best for the situation I am evaluating. I will also reference the tools and methodologies that were used during and since completing the course, including the impact it has had on me, friends, colleagues, people around me, life situations, and my career. I will focus on one particular case study; that of a client (LD) and the journey of our five sessions.

2. Context and Motivation to do the Course

To set the context I am a business professional that has been working in IT for the past 15 years across multiple cultures and geographies. My speciality is in sales, client relationships, project management and operations. These disciplines require me to understand my clients and their needs, build rapport and strong connections and be able to problem solve in order to achieve successful outcomes.

In 2019 I was looking to further my education and embark on learning something new, something that would help me go deeper into the mind, understand myself, how humans operate and improve my relationships. Going into the ten day course my personal goal at the time was to improve my romantic relationships, be in an aligned relationship, and break repetitive patterns that I could only at the time see on a conscious level. Whilst I considered myself to be self-aware I was missing the depth of knowledge about the human subconscious and how this impacts our everyday living - *'the vast majority of processing is accomplished outside conscious notice and that most of the body's activities take place outside direct conscious control'* (Britannica, 2021, para 8). My goal from an external and professional perspective was to become a better

customer success professional. At the time I didn't quite grasp what that entailed but I knew I wanted to improve my ability to develop strong professional relationships, work through conflict with colleagues and customers, and be able to negotiate more effectively to drive win/win agreements.

Sigmund Freud also once said:

"We resolve to think of the conscious or unconsciousness of a mental process as merely one of the qualities and not necessarily definitive. Each single process belongs in the first place to the unconscious physical system; from this system it can in certain conditions proceed further to the conscious system" (Dilts, R. B & DeLozier, J., 2000).

Another thing to note is I would use ethical contracting through-out my engagements. This entailed a coaching agreement stipulating the time we had together (an hour), that I am bound by the ICF code of ethics (International Coaching Federation, 2021) that we would speak on a chosen topic that was pertinent to her and agree on an outcome for our session. Setting up the session in this manner ensured we were aligned to the intention for the session and progress in a safe space. It took me a while to become comfortable with using ethically contracting as this is not a common approach in my daily life. Over time I felt it helped me to structure my client engagements and ensure we were both on the same page regarding expectations.

3. Critical Reflection

This is where the journey with NLP started and has had such a profound impact; through comprehension of conscious decisions and rewiring my brain and patterns to unconscious systems. As the '4 stages of learning' outlines in the NLP Dynamics NLP Practitioner User Manual, (2016), there is a process that starts from 1. Unconscious incompetence to 2. Conscious incompetence, 3. Conscious competence to 4.

Unconscious competence. My goal was to continually move towards step 4; conscious competence where my ability to work through problems and issues become natural without thinking about it consciously, as your brain and subconscious has already been reprogrammed.

Intended Outcomes:

In commencing the course my intended outcomes for the course were to be in an aligned and happy partnership within the next few years. Happiness to me was being in a relationship that was aligned to my values and did not get into aggressive or combative behaviour. In reflection I probably didn't have that acute awareness (as cited above 'the vast majority of processing is accomplished outside of conscious notice' (Britannica, 2021, para. 8) but I knew something had to change. Having worked with a coach in 2019/2020 I noticed the profound impact (awareness of who I was, my early childhood programming which resulted in feeling neglected, feelings of low self-worth and lacking in confidence regarding romantic relationships) it had on me and therefore I wanted to understand the tools and methodologies that could help me transform and help others. I will discuss in more detail in the below case study; through the exercises and methodologies we studied and practiced through-out the course. In particular time limiting beliefs, outcomes, ecology, mirroring and building rapport (see Appendix 3 for description of each).

Evaluation and Reflection:

It's not always easy measuring success when referring to one's relationship although subjectively I can say I have had several successes since then, which are continually evolving over time. Namely, I was in a stable, happy relationship for over a year that was aligned to my values and did not involve combative behaviour. In hindsight there were several learnings (putting myself in the other person's shoes, seeing things from

their map of the world and the resources available to them, aligning to values, using open language to work through conflict, and working through my limiting beliefs (*'which are beliefs that limit the way we live or from being, doing or having what we want'* (NLP Dynamics Manual, 2016) that could have benefited me at the time had I used some of the NLP tools (which I will highlight below).

As a result of NLP I also improved my relationships with colleagues at work (stronger, closer relationships with my account teams, with senior executives, I was less aggressive, able to work through conflict pragmatically) and I did this through using several of the NLP methodologies (rapport, outcomes oriented approach²). I received positive verbal feedback from Management around my growth and development and got promoted in 2020. Perhaps if I wanted to measure this accurately I could use a survey to get feedback (also commonly used in NLP) from those people closest to me. *"A feedback (versus failure) frame places attention on how seeming problems, symptoms or mistakes can be interpreted as feedback, which helps to make corrections leading to a desired state"* (Dilts, R. B & DeLozier, J., 2000, p. 426).

I was able to use NLP for conflict-resolution, to plan and achieve goals effectively, and to reach win/win outcomes in discussions. I did this by trying to put myself in their shoes and seeing things from their perspective; i.e. what could be going on in their life, what limiting beliefs they have that are holding them back or causing anger, and subsequently I would use open language to try to understand why they were upset about a situation (I used this both personally and at work), what their expectations were and ultimately how we could achieve a positive outcome. Consequently, the result of this was I noticed that client outcomes improved; they trusted me more, they spent more revenue with us, and I felt happier.

² Rapport is "the ability to relate to others in a way that creates a climate of trust and understanding". Outcomes Oriented Approach is "create a direction and purpose in life by which we can "programme" ourselves to consistently achieve what we want".

Analysis and Action Plan:

In reflection I could have been more specific with my goals by establishing well formed outcomes (stated in positive terms, a specific description of the outcome/goal, date and next steps) and through using the SMART³ goals framework (Doran G., Miller A. and Cunningham J., 1981). By setting specific goals from the beginning and aligning with one's intentions, or that of a client, it encourages you (or the client) to track progress over time and drive towards a successful outcome which has been mutually agreed upon between client/coach or client/myself. There are some limitations in using SMART goals for client outcomes (all the time) and it depends on the situation. SMART goals tend to favour specific, measurable project based goals and not longer term goals, for example 'wanting a happy, aligned relationship' - which is difficult to measure and control, as there are external factors out of your control. "For people who are aiming for big dreams that venture into new territories, or organizations that truly want to achieve greatness, especially in a dynamic environment, Smart goals are often inadequate, and sometimes detrimental" (Wang L, 2017). Wang goes on to point out some of the limitations of SMART Goals is the focus can be too narrow (and thereby omitting other goals due to being shortsighted), short term and long term focus (for example quarterly earning calls that emphasise performance based on ninety days versus a longer term approach to reviewing one's success), and "'realistic' and 'achievable' can be misleading". She goes on to say "when you are pursuing "realistic" and "achievable" goals, such as your next promotion, next higher sales numbers, next award, you should pause to ask, "At what cost?". This really resonated with me as I have a tendency to overload myself with goals which has resulted in burnout and constantly feeling overworked. So whilst I am 'achieving' a lot according to my goals, I must ask myself how am I feeling inside; both physically and mentally? Therefore SMART goals

³ SMART - Specific, Measurable, Achievable, Realistic, Time-bound goals

shouldn't always be applied to myself or with clients, especially regarding longer term goals such as life vision, or relationships, and one must take into consideration the client's ecology and other goals or things taking place in their life. This will be explored below with my client.

Below I will describe, highlight and evaluate the methodologies used in greater detail, citing examples in my life whereby they had a profound effect on my coaching client. I will shed light on what worked, what could have been done differently, and how the experiences have affected those around me.

4. Case Study/Examples

Please see appendix 1 for the case summary/matrix.

Using Gibbs's model of reflection I will analyse the case of my client below. That is I will describe what occurred, what I was thinking and feeling at the time, whether that was good or bad, analyse what else I can make of the situation, conclude what else I could have done and what would I do if it arose again (the action plan).

I will begin with my coaching client LD whom I have been working with since October 2021. She is a therapist and coach that has recently switched from working in the public sector for the NHS in the UK, to solely private clients. The key methodologies used during our sessions included outcomes and goals, building rapport, limiting beliefs, reframing and representational systems (see Appendix 3).

Sessions 1-2: Outcomes Oriented Approach

She came to me three months ago because she has been feeling overwhelmed and is struggling financially with the switch to purely working privately. She was also struggling with creating her brand identity which was causing a block in being able to establish her coaching programme and attain new clients. Starting with ICF ethical contracting (International Coaching Federation 'describes the ICF core values, ethical principles and ethical standards of behavior for all ICF Professionals' - (International Coaching Federation, 2021)), I used an NLP outcome oriented approach which is "to maintain a focus on the goal or desired state" (Dilts, R. B & DeLozier, J., 2000) to identify her intended outcomes. "By setting an outcome we become aware of the difference between what we have currently and what we want instead" (Dilts, R. B & DeLozier, J., 2000). My feeling was that she needed help with having a goal and outcome, and to have a coach to help guide her towards a successful outcome. I used the SMART⁴ framework to achieve this (Doran G., Miller M. and Cunningham J., 1981). We arrived at several SMART goals in our first session; to establish her brand identity within a month, to create and launch her coaching programme and acquire five new clients by the end of December 2021. I approached this through ethical contracting, using open language and by building rapport with her, which I will elaborate on below. In reflection, were SMART goals the best approach? In doing some research an alternative could have been PACT (Purposeful, Actionable, Trackable, Consistent) (National Society of Leadership & Success, 2021), which is longer term and output focused, and in this case could have encouraged LD to think bigger picture. The literature suggests that "the PACT technique works especially well for long-term, ambitious goals because they are focused on continuous growth". Whilst we had shorter term goals (within three months), my feeling is we should also take into account the longer term focus and continuous growth. My engagement with LD wasn't project focus per se therefore I need to be

⁴ specific, measurable, action oriented, realistic, time-bound

mindful how I apply various goal-setting techniques with clients, or myself, when working on longer term goals, or outcomes. This is something I referenced above as well.

Session 2: Outcomes and Ecology

What's interesting about outcomes is also the impact it has on your 'ecology'. 'Ecology is the study of consequences, of considering how any change you make impacts on the wider system of which the client is a part' (NLP Dynamics, 2016, p. 11). As cited in the book '*The Essential Guide to Neuro-linguistic Programming*', "People frequently find themselves pursuing goals from the small to the life-time ones, only to realise upon getting them that they weren't worth the sacrifice" (Dotz T. and Hoobyar T. 2018). In this case, and in reflection, how would creating the goal of acquiring five new clients by the end of the year, and creating a coaching programme that she would launch, impact LD, those close to her and society around her? This is something I hadn't in hindsight thought about, and therefore I must ask myself what impact could this have had in relation to her feeling overwhelmed? And the relationship between the two? A positive outcome is she is able to prioritise her work and focus. A negative impact is that she adds more things to her plate. Was this aligned to her bigger picture in life? There are some questions and tests I could have used as periodic checkpoints. For example testing and future pacing my interventions; "what would that look like if you achieved that goal (or at the end of the intervention)?". Another great question would have been "how will my desired outcome affect my life" (negative and positive)? These would have allowed me to test whether the outcomes and goals she picked are 100% aligned to her, or to find out what's missing. These are approaches I can incorporate into future sessions.

Representational Systems:

Our sessions were held over zoom due to the COVID-19 pandemic. This made it somewhat difficult at times as I wasn't able to grasp the true nature of her body language i.e. non verbal cues such as her eye patterns, hand movements, what she was clearly saying or perhaps murmuring (in the event that the wifi connection was disrupted, which it often was) or getting a true feeling of her energy. These are often referred to as 'representational systems'; "as your thoughts occur, your experience of life is represented in your mind in words, pictures, taste, smell and feelings" (Dotz & Hoobyar, 2018, p74) i.e. visual, auditory, kinesthetic, olfactory (smell), and gustatory (taste).

I had to therefore rely on what I could pick up visually and through using my 'sensory acuity' skills (which is the 'ability to gain awareness of how other people automatically respond' (NLP Dynamics, 2016, p. 42) in order to pick up on her visual cues. In hindsight I was somewhat aware of this but could have been more acutely aware of changes in her body language and tested those scenarios. For example, "It looks like you're feeling a bit uneasy by your frequent change in position on the chair. What's going on, do you want to share?". Could I for example pick up that she was feeling tired or stressed? Was she feeling elated and motivated? At times this was easy because she would tell me through our open dialogue, but again it was difficult to pick up on the non-verbal queues due to our online limitations. In future online sessions I will take closer note of visual cues and body language, and also invite a safe space by demonstrating that my space shows my top body clearly, that I have optimal WIFI and that she can see my expressions clearly. I have started to implement this in my client engagements, including with my work customers. In short these were some of the methods I used to build rapport with her and guide our sessions, and will continue to build on in future sessions.

Sessions (All): Rapport

Rapport is “the ability to relate to others in a way that creates a climate of trust and understanding” (NLP Dynamics, 2016). The purpose of rapport is to establish a feeling of comfort and commonality between people, in order to be better able to influence them. It’s a technique commonly used in NLP in conjunction with using other tools such as open language, language patterns⁵ and representational systems. I also like Gabriel Angelo’s observation “to build rapport people need to match each other’s energy level, body language, tone and talking speed” (Angelo, 2015, p17). And that for rapport to exist it must be between two people, one can’t have rapport on it’s own, and have a positive intention. Rapport was a key component in my interactions with LD; in how I used open language, used representational systems, and tried to match her body language. In further analysis and upon reflecting I realised that both parties need to feel rapport and that there has to be a positive intention. For example if I was to build rapport through mirroring⁶ or trying to match her energy levels, but LD was feeling low and distracted, it would be difficult for me to build rapport with her. As stated below more emphasis must be placed on using and picking up on non-verbal cues to build or become aware of building rapport with someone.

“In NLP, rapport is not about knowing the content of another person's experience, but about having an understanding of how the other person builds their maps and processes information” (Dilts, R. B & DeLozier, J., 2000)

By building rapport upfront one is able to achieve greater outcomes between client and coach. It’s important to note that everyone has their own map of the world and therefore in order to communicate effectively one must be aware of this; to put oneself in their

⁵ Language patterns both reflect and influence a variety of cognitive and emotional processes, including beliefs, values, representational systems, and internal states

⁶ Mirroring is replicating the mirror image of an aspect of someone’s physiology. E.G. When facing each other, your right hand against your chin, my left hand against my chin

shoes, based on their limitations or resources. I felt I was able to build rapport with LD quite openly, partially because I was able to use language patterns such as using similar key words, use metaphors to demonstrate understanding, as well as mirroring (replicating the mirror image of an aspect of someone's physiology) and matching (replicating exactly some aspect of a person's physiology. E.G. your right hand against your chin, my right hand against my chin) (NLP Dynamics ,2016). I noticed I would often mirror her body language and have incorporated this with other clients, colleagues and people around me, as a way to build rapport with them. In my own observation this is a great way to make someone feel at ease (as cited above by being able to "match each other's energy level, body language, tone and talking speed" (Angelo, 2015, p17). Building rapport in general, and with LD, has been something that comes easily to me through active listening, open language, asking questions, and through an inviting body language. Below I want to touch on language patterns which aid in building rapport.

Sessions 4: Linking Overwhelm to Ecology and Reframing

In our fourth session she expressed that she was feeling "overwhelmed" and was struggling with prioritising time. As a consequence she was agreeing to speaking opportunities that may not be aligned to the goals above, such as acquiring new clients and growing revenue. I mentioned above that 'ecology' states that one should be aware of the influence outcomes can have on one another. Therefore feeling overwhelmed with multiple activities, and goals and time, which in itself conflicts. How could we therefore focus on the right outcome(s), taking into account her ecology and other influences in her life?

Her home environment was also resulting in her feeling uneasy. At this point I used open language (for example "how are you feeling", or "describe situations where you feel burned out", "what does that look like") to probe and dig deeper into why this was occurring. In reflection, once we established why she was feeling overwhelmed (too many options) and that her home environment wasn't conducive to her work

requirements I could have used reframing; ‘the process of learning how to most effectively change the frame of any experience is called ‘reframing’. Changing the frame or the context around a specific experience immediately changes the meaning of that experience’ (NLP Dynamics, 2016, p. 222). Therefore flipping the “overwhelming” list of activities to a positive outcome - in that these opportunities could drive future growth and revenue, which could have impacted her state of mind to a positive one. A question I could have asked is “which activities could help move towards your goal?”, or “what can you learn from this experience?”. Reframing is a powerful tool to move from a problem focus into an outcome focus. It’s often used by people and organisations to drive a positive outcome. A more systematic approach could have been to use the ‘six step reframe’ approach to change a behaviour (feeling overwhelmed). The six step reframe technique⁷ was developed by Bandler and Grinder from their study of Milton Erickson and Virginia Satir’s work with parts (NLP Mentor, 2021). Combined with language patterns, picking up on non verbal queues and reframing techniques I could have built stronger rapport with her and perhaps delved deeper into why she was feeling overwhelmed, but more importantly driven purposeful outcomes that were aligned to her goals. This will be another thing to incorporate for future sessions with LD and other clients.

What has been rewarding so far about the sessions is that we have been able to identify her outcomes/goals, achieve some wins; namely she has established her brand (which was achieved through open language), launched her programme and acquired a new client. I feel that there is a lot more we can explore in terms of working through her limiting beliefs and why they exist, using time lining to get to the crux of when this earliest experience was imprinted in her mind, and use reframing to take a negative experience and reframe it to a positive intention. I will also add here that my observations about what has worked and hasn’t are my own, not through supervision or

⁷ Identifying a troublesome behaviour, establish communication with the creating the behaviour, find the positive intention, ask for help from their creative part to create three alternative ways to get the intended outcome, have the part evaluate these choices, check for objections with other parts with an ecology check and future pacing

a teacher. For future consideration I would consider testing my assumptions with an NLP supervisor or professional.

5. Conclusion

In conclusion, NLP over the last 3 to 4 years has given me tremendous internal awareness, insight, introspection and technical skills to work effectively with clients to meet and work through their goals. I have noticed that I am continuously moving through the four stages of learning, and mostly between the latter two (conscious competence and unconscious competence). It's also helped me work through my personal goals and challenges in order to create and live a life that is aligned to my values and desires. This is a continuous journey of development, growth, embracing challenges and learning from them. The learning never stops!

Another learning is that I need to take note of not placing judgement, to test my assumptions with clients, myself, and a third party professional. When using NLP I need to be aware of the client's body language, especially non-verbal cues which make up a large portion of communication between client and coach, and ecology; the study of consequences and the impact on the person and parts around them. This is vital if one is to be effective in addressing a client's problem or issues.

There were several methodologies and tools that had a profound impact on me, my client and those around me, namely; outcomes, ecology, representational systems, building rapport, reframing, and seeing things from the other person's perspective or map of the world. The biggest learning and impact in working with my client LD has been in using an outcomes approach to identifying her goals and incorporating ecology and the impact this has on a client.

In terms of the future, NLP was the beginning of a journey towards self discovery and

finding a passion in wanting to help others; to find their true passion, create the life they want and by working through their challenges, limiting beliefs and their maps of the world. Shortly after NLP I embarked on the Coaching Skills course to continue my journey and lead me towards the realisation that coaching is what I love and want to do in the long run. In addition to this I have developed a coaching workbook in conjunction with a business partner and aim to create coaching programmes to help others that may be encountering similar challenges that I have. And it all started with the NLP Practitioner course.

6. References

NLP Dynamics, 2016 NLP Practitioner User Manual (print)

Gibbs G., (1988), *Learning by Doing*, Oxford Brooks University, available at: <https://www.mindtools.com/pages/article/reflective-cycle.htm> (accessed Jan 03 2022)

Roberti A. & Fitzpatrick O. (2013), *The Ultimate Introduction to NLP - how to build a successful life*. Harper Collins

James T., Woodhall W., (1988), *Time Line Therapy and the basis of personality*, Meta Productions

Dilts, R. B & DeLozier, J. (2000) Encyclopedia of Systematic Neuro-linguistic Programming and NLP New Coding: California: University Press. Document [online] available at: <http://NLPuniversitypress.com> (accessed 2021)

Angelo G., (2015), *Rapport The Art of Connecting with People*, SN & NS Publications

NLP Mentor, 2021, *The Six Step Reframe Technique*, <https://nlp-mentor.com/six-step-reframe/>

Dotz T., Hoobyar T., (2018), *NLP, The Essential Guide to Neuro-linguistic Programming*, NLP Comprehensive (e-book)

Bundrant H., 'What is Neuro Linguistic Programming', NLP Center available at: <https://inlpcenter.org/what-is-neuro-linguistic-programming-nlp/> [Accessed December 1 2021]

Britannica, (2021), *Physiology*, paragraph 8 available at: <https://www.britannica.com/science/information-theory/Physiology> [Accessed: December 1]

National Society of Leadership & Success (2021), *MEET PACT: THE GOAL SETTING TECHNIQUE YOU'VE NEVER HEARD OF*, Accessed: <https://www.nsls.org/blog/pact-goal-setting-technique> (December 13th 2021)

Foundry Management and Technology (2017), *6 Reasons Why "Smart" Goal Setting Does Not Work* Accessed December 14th 2021 at:

<https://www.foundrymag.com/issues-and-ideas/article/21931645/6-reasons-why-smart-goalsetting-does-not-work>

International Coaching Federation, 2021, Available at:

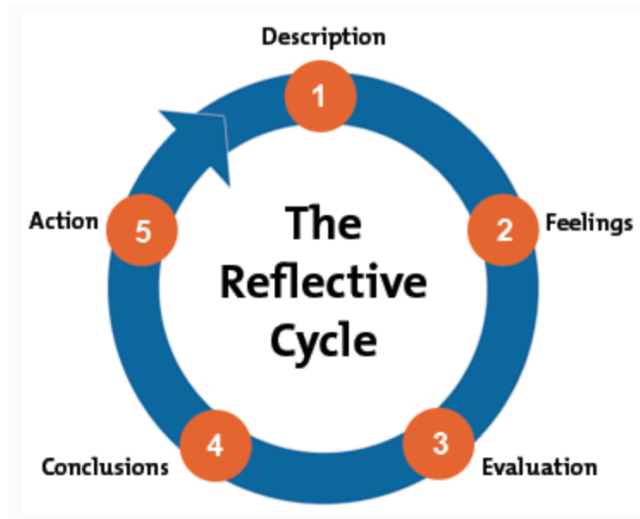
<https://coachingfederation.org/ethics/code-of-ethics> [Accessed: 13th December]

Appendix

1. Matrix for the case study

Case study	LD
Intention/learning outcomes	Help her grow her business and identify her brand. Deal with feeling overwhelmed
Goals (SMART)	Within 3 months to establish her brand identity, create a coaching proposal, launch her programme and win 5 new paying clients
Successes/ setbacks	She's established her brand and is clear on who she is. Has created her 'Divine' methodology as a result, launched her coaching programme, and won 1 new client so far. Some setbacks include limiting beliefs, feeling overwhelmed and not being able to hold certain boundaries
Methodologies	Building rapport, goal setting, limiting beliefs, open language, reframing
Critical reflection	At times it was difficult to take the friendship hat off and not bring my own views or advice into the picture. I need to ensure I don't place my own judgement or advice. Also to take various methodologies and piece them together; i.e. outcomes and ecology. Always question assumptions and dialogue.

2. Gibb's Model of Reflection



3. Glossary of Terms

- **Outcomes** and an outcomes oriented approach are to “create a direction and purpose in life by which we can “programme” ourselves to consistently achieve what we want” (NLP Dynamics User Manual, 2019)
- **Rapport** is the ability to relate to others in a way that creates a climate of trust and understanding. The purpose of rapport is to establish a feeling of comfort and commonality between people, in order to be better able to influence them (NLP Dynamics, 2019)
- **Mirroring** is “replicating the mirror image of an aspect of someone’s physiology. E.G. When facing each other, your right hand against your chin, my left hand against my chin” (NLP Dynamics, 2019)

- **Ecology** is the study of consequences, of considering how any change you make impacts on the wider system of which the client is a part' (NLP Dynamics, 2019)
- **Representational systems** "for each of our senses; this is the way we experience our world. What we actually perceive are representations of what each sensory organ transmits to us. These representational systems are visual, auditory, kinesthetic, olfactory and gustatory"
- **Limiting beliefs** are "Beliefs we have that limit the way we live, or from being, doing or having what we want, are called Limiting Beliefs" (NLP Dynamics, 2019)
- **Time Line Therapy** is based on the premise that the client goes back to the first time they remember a particular problem, does change work – utilizing Neuro Linguistic Programming (NLP) to eliminate irritating behaviors or issues – and, if necessary, goes to subsequent times when their behavior or response was a problem, and undertakes further change work to resolve it" (James T., Woodsmall W., 1988)