



Sue Knight

NLP

AT WORK

Neuro Linguistic Programming

The Difference that
Makes a Difference
in Business



SECOND EDITION

NLP at Work



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NLP at Work

*The Difference that
Makes the Difference
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Second edition

Sue Knight



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There are many more associates and friends who have made a difference for me. Thank you.

The NLP stories have now become a part of the folklore and it has become difficult to trace all the sources. Some of the stories are my own. I suspect that many came from David Gordon, an early pioneer of NLP. The stories that I heard when I first studied NLP have stayed with me. I hope that the ones in this book do the same for you and that you learn through them

in ways that perhaps you did not anticipate.

I dedicate this book to my sons James and Alex—my writing is my legacy. I wish for you the wealth that I have found in exploring this way of thinking about life. You are both with me in everything I do.

TRIBUTE TO SIMON

Last year I worked in Australia and I fell in love with the country and the people I met there. One of the people who assisted me on the training was a young man called Simon Blanda. He was the epitome of the welcome that I received in Sydney: He was fun, open, sensitive, and giving, and much much more. He filled the room with his charisma and his energy. We chose Simon as someone that we wanted the group to model because of his enormous capacity for building relationships. He was without doubt a model of excellence.

Just as I was completing this book I received news that Simon had been killed in a car crash. I am grateful that we had that precious time with him when we were able to learn a little of his very special magic. The modeling we did that day had a purpose that none of us involved will ever forget. I hope that this book helps us all to learn a little more how to give to life and to others in the way that Simon did, and to learn to model so that the qualities of the special people in our lives become the legacy for future generations.

Preface to the Revised Edition

When I wrote the first edition of *NLP at Work* over five years ago, NLP was virtually unheard of in the world of business. I wrote the book in order to make NLP much more accessible to people at work, especially those who recognized that everyone has a leader “within.” I believed then as I do now that we can transform for the better the way we communicate with each other and the way we work. My experience as a consultant for over 30 years has shown me that humane communication is good business communication. My work is not just about making organizations good places to be, it is about making them successful places. I was aware of the quality and the enormity of the changes that could take place even though I could not predict them precisely. And I certainly could not have predicted the changes in my own circumstances.

I have transformed the way I work. More to the point, developments in technology have allowed me to work in a very different way to five years ago. I no longer administer a team of associates and instead collaborate with other entrepreneurial organizations via the web. I believe that we can create a culture of abundance in the way we work and consequently I have set up my own website with the goal of giving away as many of my thoughts and ideas as quickly as I can (www.sueknight.co.uk). Ideas grow into places where there is space for them. I now have five books published and *NLP at Work* has been translated into eight languages. As a result of the promotion of NLP through the books especially, I am very fortunate in that most business comes to me. We no longer do any mailshots or cold calls; my aim is to attract the people and the companies

who can benefit most from the kind of work I do and the way I do it.

My business center is run through a virtual office in London, while I personally operate primarily from Buckinghamshire and the Dordogne, although I can manage my business from more or less anywhere. Through the “Ask Sue Knight” section on my web pages I have dealt with questions from Australia, the US, India, Russia, Alaska, Spain, Denmark, Sweden, South Africa, Finland, Germany, and many more countries. I can receive emails and text messages on my mobile phone, whatever my location, and I can dictate messages via my phone and send them in whatever form I choose anywhere in the world.

I began my career in IT, although then we described it as “working in the computer room.” My husband has been at the leading edge of software development for many years and has been instrumental in keeping both me and my business up to date. This has resulted in my having confidence and experience in the world of technology. Hand in hand with this, I learned about NLP when it was virtually unknown in the UK and the circles in which it was predominantly known did not feature business in any significant way.

This combination of experience and knowledge has been a distinct advantage for me and because of this I have worked with many IT companies. What I have been able to help them develop is the rare combination of interpersonal and self-management skills to complement their “geek” status. The people and companies who have this combination are still very much in the minority, but they are able to stand head and shoulders above the rest.

Technical know-how without an awareness of the workings of the human mind is worth next to nothing. And it is only the combination of human development skills and the ability to use the latest technology that will enable you to stand a remote chance of succeeding in the business world. Whatever your history, NLP provides a way of capitalizing on your unique experience and valuing it in a way that is special and provides a natural differentiation.

Technology and NLP

THIS REVISED EDITION

I am often asked if NLP is still relevant given all the technological developments. In my view it has never been more relevant and I decided to include examples in the revised edition that illustrate just how significant NLP remains. Inevitably my own thinking and interest has moved on and I have new angles on many of the topics I included originally as well as new subjects such as those discussed below.

Body language

Although I had many references to body language in the first book, this is such a significant topic in NLP that I felt it warranted a chapter of its own. I have found this topic is one of those areas that attracts many people to NLP and one that they find easiest to begin to work with.

Hypnotic language

I have also added a chapter on hypnotic language, an aspect of NLP that I have resisted for many years. I am an advocate of making the unconscious conscious rather than the other way round. I have felt that conscious awareness was the key for business applications of NLP (and personal ones too). Then over time I realized that far from not using hypnotic language in business, most people were doing so but not using it very skillfully. I am amused by the accusations of manipulation that often are leveled at NLP; in my experience most people in business are being very manipulative. Without meaning to they are very often manipulating people out of motivation, into problems, and away from their goals. So hypnotic language is an important new topic in this book.

Metamessages

Another new chapter is on metamessages, one of those areas that is often implied but not explicitly described in many NLP materials. Yet I find that if there is one thing on which I give feedback more than anything else it is the overall (meta)message that people in business are giving when they interact with others. For me this is a vital area to be aware of, not only for communication but for coaching.

Strategies for successful living

A few years ago most of the programs introducing NLP to business were very superficial and more to do with techniques rather than the heart of NLP itself, modeling. I am delighted that so many people and companies are now investing in modeling excellence; I believe that this interest can lead to total culture change for the better. And so it seemed entirely

appropriate to expand on this section on modeling, in particular to emphasize that modeling is the essence of not only successful business but successful living.

The structure of the first edition, with sections on Neuro, Linguistic, and Programming (which I would add was not my idea but that of my publisher Nicholas Brealey) has been such a success that I have kept it and built on it. Instead of having just one section on the applications of NLP there are now two: Model Yourself with NLP and Lead with NLP. I cannot emphasize enough the importance of using NLP for yourself first before ever using it with others.

Of the new areas in Part III, I initially felt that resolving conflict was too complex a subject for an introductory book on NLP. Nevertheless, our business and personal lives are essentially continual negotiation and it seemed the time to include this key topic.

If you look on my website, www.sueknight.co.uk, you will see that a high proportion of the articles I write have something to do with giving and receiving feedback. It is strange, then, that I did not have this as a separate topic when I wrote the first edition. I guess that sometimes the most important issues are those we most take for granted. Including this chapter now addresses this issue.

The majority of what I do in my work is coaching. One-to-one coaching especially has grown in popularity and importance. You could say that all NLP is about coaching, and this chapter is dedicated to it as a topic.

Instead of the toolkit that was in the original version, I have included shortcuts to using some of the thinking at the end of relevant chapters. On my web page I have a Hints and Tips section for using NLP that has proved very popular. It was this that prompted me to think that a similar concept in the form of a shortcut to the topic would be appropriate throughout the book. Feel free to use these shortcuts for yourself, or with others in training sessions wherever you find they accelerate the process of learning NLP. My aim in including them is to make NLP something you can easily use every day as an integrated part of your work and life.

I have also developed the questionnaires from the first edition and they follow on from the chapter to which they

Resolving conflict

Giving and receiving feedback

High performance coaching

Shortcuts

Questionnaires

relate. Again, feel free to use these questionnaires in any way you choose. I would just ask that you include a reference to *NLP at Work* in order that the recipients understand the context in which you present them.

MY WISH

In writing this book my aim has been to make it a total source for your learning in NLP. I hope that you use it to dip into, to read at bedtime, on the beach, or wherever and however suits you best. I hope that you find inspiration for yourself and for anyone you may coach or train. And I hope that as a leader in business you will find a way to use this book to help influence our world for the better.

I have a large family: two sons and five stepdaughters. One is a master diver instructor in Sydney. One is in the legal profession with a London city law firm. One is the head of the photography section of a local newspaper. One is currently in Milan as part of her language course at university. One is living life to the full in Melbourne. One has spent three months in Tanzania working with endangered species and is now studying wildlife conservation. One is still at school and has traveled round the world unaccompanied from Australia to London several times and plans to study at university in the UK. They have their own unique way of learning and leading their lives. What I believe they are all increasingly doing is what they really want and choose to do.

If I could wish that I have contributed to anything for each of them it would be their sense of self-esteem and confidence and the knowledge that no matter what they do they are loved. I am often asked if I coach my children. Far from it—they coach me. With NLP I think I have learned how to respect people, especially my own people, for who they are. I think my husband would say that I am learning and changing all the time and he certainly is my vital support in my ability to do this. If by reading this book it helps you in any small way to do the same, then the hours and months and years of writing and rewriting will have been worthwhile.

Sue Knight
March 2002

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What Is NLP?

“What we see and hear is what we think about. What we think about is what we feel. What we feel influences our reactions. Reactions become habits and it is our habits that determine our destiny.”

Bob Gass

Neuro linguistic programming (NLP) is the study of what works in thinking, language, and behavior. It is a way of coding and reproducing excellence that enables you to consistently achieve the results that you want both for yourself, for your business, and for your life.

We live in a world of unprecedented change. We are immersed in unpredictability and complexity. The more we discover the more there is to discover. Every question reveals yet more questions.

We need skills and attitudes to help us learn how to make sense of chaos. We need to know how to find certainty within ourselves about what we want and what we believe when everything around us may seem to challenge who we are. We need to take care of ourselves and stand alone in our self-assurance and empathy for others, yet we need to be able to show others our weaknesses and ask for help. We need to know how to pick ourselves up when we are down, to learn from uncertainty and disappointment, to shape our direction and to be prepared to lose all.

We need the capacity to move more quickly than ever before and at the same time to stand still and drink in the richness of the moment. We need to know how to communicate

Unprecedented change

with people of vastly different cultures and, more than anything, how to communicate with ourselves. We need to understand others' perceptions even if they are poles apart from ours and we need to listen to the wisdom of our own bodies.

We need to know how to laugh, to let go, to learn, to grow, to love, to mourn, and to move on. We need humility and graciousness and the strength to absorb our own and others' inconsistencies. We need the resilience to remain in situations that cause us pain and to be able to find the joy in everything and everyone. We need to know how to find the excellence that is within us all and to celebrate it with every part of our heart and soul. We need to forgive, forget, and allow ourselves and others to be who they truly are. We need to learn as we have never learned before.

How can we cope?

How, then, do we cope? In some ways the answer is a paradox. Far from embarking on courses of accelerated learning and speed reading to be able to learn faster, we need to look within ourselves and find our unique resources. In this way we can develop our own formulae for success. We need to be still to discern what is important for our specific vocation and what is not. We need to know how to learn from every situation, everyone and every intuition.

NEURO LINGUISTIC PROGRAMMING

Neuro linguistic programming (NLP) is a process of modeling the conscious and unconscious patterns that are unique to each of us in such a way that we are continuously moving toward a higher potential.

- ❑ **Neuro** By increasing our awareness of the patterns in our thinking, we can learn how these thought patterns influence the results we are getting in work and in life. The key to finding personal and business success comes primarily from within ourselves and learning about how we think enables us to tap into our inner resources.
- ❑ **Linguistic** Our language is our life. What we can say is what we can think and what we can do. Learning to understand and



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Shu tugmani
bosish orqali
sotib oling!**