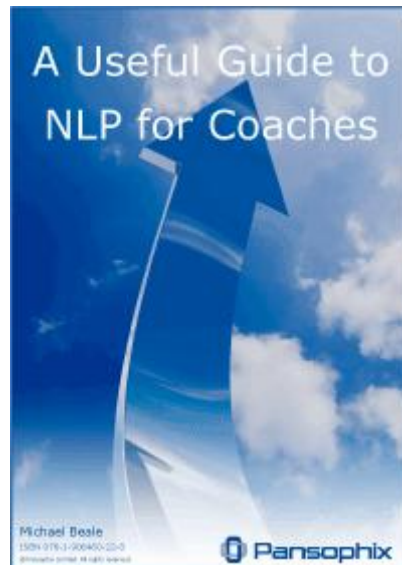


# A Useful Guide to NLP for Coaches: Extract



## A Useful Guide to NLP for Coaches | Extract

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# A Useful Guide to NLP for Coaches: Extract

## Introduction

### *Why is this ebook worth your time?*

You may have seen many books, ebooks, websites and newsletters on the subjects of coaching and NLP, promising instant results.

You may have experienced many training programs that promised to give you easy answers and foolproof recipes for success.

And while you may have realised that none of this was realistic 'as stated on the tin', you still wondered what parts might work for you.

This book is the result of ten years training, coaching and mentoring rising executives and highlights ideas and concepts from using NLP in a coaching and mentoring context that have helped people move towards their ambitions and dreams.

If you are genuinely interested in your own development, in getting the most from your career and life and playing your part in your business and it's aspirations then this ebook will be an important step forward on your journey.

This ebook is written for you as both as a rising executive and coach and also recognises that being a coach may also be part of your own personal journey of learning and development.

### *What could you get from reading this ebook?*

- A firm grounding in coaching and NLP
- Ideas that that, when taken on board, will make a genuine and positive difference to and for you
- Perhaps even the start of an exiting new adventure which will result in a step change in your career and enjoyment of life
- Some powerful and pragmatic questions to ask both as coach and client
- While this ebook is titled 'A useful Guide to NLP as a Coach' many of the skills and techniques apply to mentoring, leadership, sales, managing change and consulting as well as coaching.

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## ***What are coaching and mentoring?***

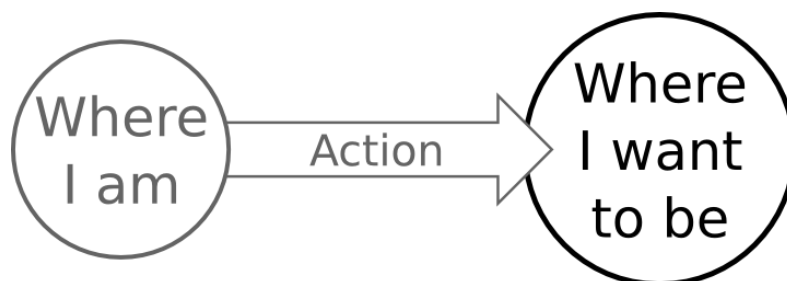
In most of the companies we've worked in at various management levels over the past 10 years, different people have very different views and expectations from coaches, mentors and change agents.

Some of these different views make it harder to establish the benefits and distinctions of these interventions and yet also underline the need for different approaches based on an organisation's varied and changing needs.

An organisation and its managers have a very wide range of needs and in order to serve those needs we have to identify the professional roles that can support organisational development and change.

Change at the individual or organisational level follows the same underlying pattern and what matters are the abilities of the person facilitating that change as a coach, mentor, consultant and leader.

All of these roles perform the task of helping an individual or organisation move from their current situation to something that they aspire to. In an simplified scenario, the client or organisation is in a present condition and wants to move to some other condition. That movement or change requires action, and the role of the coach is to help the client to plan and manage a series of action steps which bring about the desired change.



Part of the coach or mentor's role is likely to involve establishing the current situation and true aspirations of the organisation or individual. Often, consultants, coaches and managers assume that the perceived current situation is accurate, when in fact it may not be for many reasons ranging from insufficient information to blind optimism or even the deliberate misreporting of performance data. This is dangerous because in order to accurately navigate to your destination, you need to know exactly where you are now.

An 'ideal world' coaching model is shown in the diagram above. The generic approaches to coaching that are based on it fail not because of a flaw in the coaching process but because the world is not ideal. Clients are not always

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where they think they are, and what they want is not always what they really want, and so any action plan must take this into account.

Imagine that you have satellite navigation in your car and that it is telling you to 'turn right'. You look out of the window and cannot see a right turn. Where is the fault?

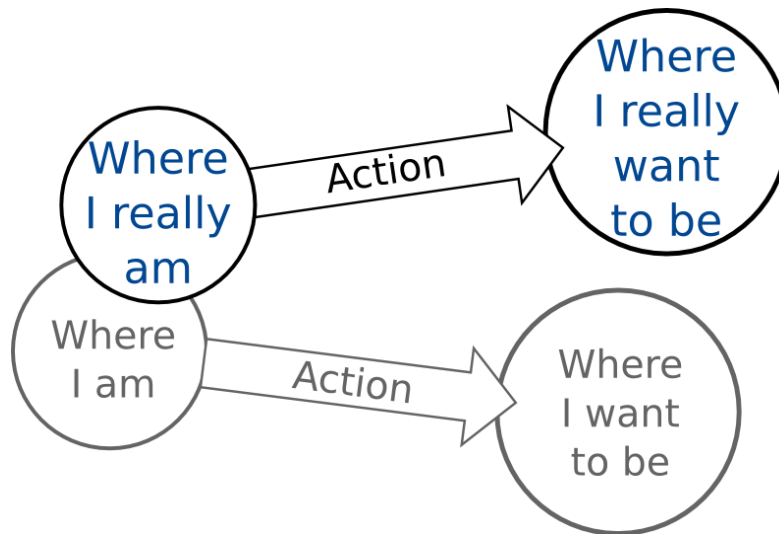
There have been many instances of lorries getting stuck under low bridges because the satellite navigation didn't take that detail into account. The route only makes sense when the present location and destination are accurate, and when the route has a useful relationship to 'reality'.

Individuals and organisations often set goals that are not true to their actual intentions or aspirations because they are based on the expectations of others. For example, someone might pursue a promotion because of his or her perception of what friends, family and managers expect, even if it is not really what they want. Rather than succeeding or failing, the person ends up in between the two, wasting energy that could be directed into real achievement.

Companies often set a direction based on the needs of the market, their customers, stakeholders and competitors and again try to swim against the current of their own true intentions and needs. The result may be moderate success, but in a competitive market, that inevitably leads to failure of the business or venture.

The value of NLP to a coach or mentor is therefore in having a set of tools and techniques for managing the difference between the 'ideal world' coaching model and the 'real world' of the client's situation. Where the client is missing or hiding information that is vital to understanding their current situation, a skilled coach can use NLP to align the client's perceptions with reality so that any action plan is much more effective in achieving the results that the client seeks.

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The organisation or individual client is responsible for wanting and choosing the outcome, for making the change, and for taking a view on the value of the intervention. The coach and mentor agent is responsible for facilitating the change; for identifying the steps and putting forward their recommendations.

The client has to take responsibility for implementing those recommendations, otherwise they do not take ownership of the outcome.

How directive or non-directive that facilitation is depends on the context and the individuals involved. In my experience, change is most likely to 'stick' where the individuals concerned have worked out the answers for themselves. However they often need a few missing pieces, ideas or parts of a strategy to make the change work effectively.

I differentiate between coaching, where the focus is more on a single outcome such as increasing sales revenues or customer service scores, and mentoring where there are complex and often competing outcomes such as managing stakeholders' expectations or personal career aspirations.

In his book 'The Element', Sir Ken Robinson suggests that mentors have four key roles. They recognise our talents, they encourage us, they facilitate us and they stretch us.

In my experience the coaching that has the greatest value to an organisation is directed at their high performers and key influencers, and that with the continual 'delayering' of middle management, the coaches, mentors and change agents become an important 'knowledge store' within the organisation.

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Coaches are often engaged to support 'high potential' managers who have been identified as having the raw skills and talent to become the leaders of the business in the future. Succession planning and talent management programs help groups of high potential managers to build their support networks and develop the skills, relationships and experience to shape the business and ensure its continuing success.

It is also important to allow the organisation to evolve; to ensure that tomorrow's leaders do not perpetuate today's cultural issues.

## ***Why will coaching become more important?***

As organisations become more complex, traditional management hierarchies disappear and the drive for performance accelerates. 'Top down' structures are being replaced with matrix management systems. People move around the organisation more often and there is a greater focus on exploiting tacit knowledge over establishing systems and processes. Relationships rather than roles drive the business and the speed of decision making has increased dramatically thanks to new communication technologies.

Amongst all of this, many people no longer enjoy a consistent management relationship and must look elsewhere for their personal and professional development.

A coach can support targeted changes in the business such as increasing sales performance or managing change whereas a mentor can be a longer term guide. Both supplement the traditional management structure, enabling a more flexible, more adaptable and more successful business.

In working with hundreds of clients and colleagues in dozens of companies, I have found that people who succeed in the corporate environment:

1. Develop a good relationship with and add value to their managers and manager's peers
2. Develop a good relationship with and add value to their key stakeholders
3. Develop career options and revenue streams that are separate to and non-competitive with their current employer
4. Improve performance in their current role

You may be surprised by point 3, yet when you think about it you may recognise this in yourself or some of your colleagues. What many people do is to 'hedge their bets'. They have one foot in each camp, saying they are committed to their

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manager yet reading job adverts at lunchtime and accepting calls from recruiters. They dream about what they want to do and resent their manager or employer for not letting them do it.

People who develop non-competitive outside interests are often more fully committed to the success of their current organisation.

When they are at work, they are at work, and will be until they either go home for the day or they resign. The people who hedge their bets are present in body but not in spirit, and this is obvious in their performance. The people who commit to those different ventures are open about it.

Coaching and mentoring can be extremely valuable to the individual and organisation in getting people to commit themselves to the pursuit of their goals.

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## ***What is NLP?***

NLP is the exploration of how we think, communicate and change - so that we can model, replicate and improve performance. NLP's core competencies are about:

1. Attitudes that produce results
2. Modelling (An important NLP approach discussed on page 43)
3. Techniques, so we can transfer the results of the above

It's not NLP that's important it's what we do with it.

NLP is different from other personal development approaches in that:

1. It is modelled from individuals who were experts at helping others change
2. It takes into account how we connect to the world through our sensory experience and how we store and change that experience through using our minds and bodies
3. It is highly effective at connecting conscious and unconscious resources, leading to individuals connecting to their 'untapped potential.' NLP combines logical, sensory, emotional and intuitive thinking to enable you and your clients to reach their goals more easily.
4. NLP is as much about 'unlearning' and 'letting go' of what we've previously learned that is now getting in our way, as having to learn a lot of new material. Most NLP is 'natural and 'obvious'. Unfortunately we often have to experience the results ourselves before we realise it

It's worth remembering that while NLP can and does produce immediate 'magical' results, both personally and for business (just look at some of Derren Brown and Paul McKenna's material), many of the best Practitioners have spent many years quietly practising and refining their craft.

You could therefore treat this ebook as the start rather than the end of your adventure.

## ***What does NLP add to coaching and change?***

NLP provides a set of simple and practical tools that will support a coaching relationship. By using NLP's tools to explore your goals, establish plans of action and make necessary changes in your approach, you will have more skills as a coach, greater flexibility and thereby be more effective.

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NLP's approach supports the latest research which suggests that there are at least three distinct thinking systems in human beings; the "reptilian (stem) brain", the "mammalian (limbic) brain" and the "human (neocortex) brain." It is the effective awareness and use of all these thinking systems together that lead to mastery as a coach – and success in almost all areas of life.

NLP addresses the underlying processes for change rather than the superficial symptoms, and it is based on modelling best practice, judged by the achievement of desired results within their own context as opposed to a generalised view of success or high performance.

NLP helps you, your clients and your organisation to adapt more easily and perform more effectively as a balanced system.

## ***What makes a good NLP coach?***

The very best coaching depends on the strength of the relationship between the client and the coach, and therefore depends on the specific context. We have found the following list to be a useful guide as to what makes a good coach:

- A curiosity about helping people solve their own problems
- Control of their own goals, not simply serving their clients
- Life experience
- Business experience
- An ability to 'shut up' and give the client room to think
- An ability to suspend ego, albeit temporarily
- Developed their own models from other coaches, mentors and clients
- Formal accreditation
- Practice, practice, practice
- Feedback, feedback, feedback
- Feedback against results, rather than what people say at the time

Good training and coaching enables you to significantly 'build on' and 'amplify' what you're already good at and therefore form an important part in becoming a good coach.

# A Useful Guide to NLP for Coaches: Extract

## ***Are there ethical considerations in using NLP?***

The more we practice NLP skills the more able we are to influence people. This gives us a responsibility to use our skills to lead both ourselves and those that we interact with in a useful direction, and to be aware of the impact we may have.

The definition of what is a useful direction is of course a very personal decision, and it's worth investing our time in advance to ensure we are congruent with the stance we take.

It is also worth remembering that we've all learnt at some level to be aware when someone is trying to manipulate us in a way that isn't aligned with our beliefs and values - and normally we resist it strongly.

Anyone who uses these skills in way that isn't ethical is likely to get the full force of that resistance. Conversely, If we use these skills to help people achieve what's important to them we are likely to get their genuine thanks.

Some of the skills in this ebook are simple yet very powerful. Use them wisely!

## ***How do I best use this ebook?***

Reading alone is unlikely to help you become a really good mentor, coach or NLP Practitioner, however what a good book can do for you is act as a map and guide that will you on your journey and give you pointers that will significantly speed up your development.

While there are many ways you can use this book, the people who get the most value out it are likely to skim through it, do one or two of the suggested exercises, and then work through the same exercises with a colleague and review the results you both get. They're likely to find one or two 'coaching' and 'mentoring' role models and work through the modelling approaches with them, then start the book again and read it from cover to cover.

The other approach is to use some of the coaching questions in the book to develop your own 'coaching question set' for either your clients or yourself.

Please be aware that while the book asks these questions as questions for the coach to ask his or her client, they can be just as relevant to the coach.

It is the experiential understanding you develop from working through this ebook and exercises that will make the difference.

# A Useful Guide to NLP for Coaches: Extract

In this ebook, I will share with you a framework for coaching with NLP which you can use as a guide for further reading or as an approach to coaching in itself.

Within the framework there are a number of elements which cover some of the most important principles and techniques that you would learn during NLP Practitioner training.

By combining the structured framework with the flexibility of the elements, you can learn to coach in a far more effective and rewarding way.

NLP has it's own vocabulary which will be explained as it arises. In addition the reference section leads to a complete glossary of NLP terms (page 51).

# A Useful Guide to NLP for Coaches: Extract

## **A NLP framework for coaching and mentoring**

A framework is a guide, enabling you to put your full attention on your client. It serves to remind you where to go next and helps you to keep control of the coaching session and relationship. Improving your ability in just one of these areas can make a significant difference to your impact as a coach or mentor, whilst developing in more areas will have a cumulative effect.

### **Beginning Frame**

The beginning frame is the establishment of the rules for the coaching session, expectations of the coach and client, boundaries and anything which the coach and client may define as an over-arching aspect of the relationship.

### **State**

Ensuring your state is appropriate for coaching will make a huge difference to the goals you set and achieve and the personal resources that you can call upon.

### **Outcome**

Outcomes motivate you to move in a particular direction rather than being a specific end result as in SMART objectives.

### **Rapport**

Rapport is a state of honest, open communication between two or more people and is very important in establishing the client's situation and way forward.

### **Current Strategy**

By accurately understanding how you are currently moving in relation to your goals, you can make any changes necessary to move further, faster.

### **Technique or Task**

What will take you from where you are now to where you want to get to? The coach will have a number of tools and suggested tasks for helping a client fill in any internal and external resources required to achieve his or her outcome.

### **Future Pace**

A future pace is an imagination exercise that develops a detailed connection between the coaching session and action in the real world. It is one of the key determining factors in achieving results.

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## **End Frame**

The end frame closes what was started in the beginning frame; it also allows the coach to reinforce the positive elements of the session and the coach and client to step back from the session and manage the longer term coaching relationship.

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## **NLP elements for use in the framework**

The following NLP elements can fit anywhere in the framework to support you. Elements are key aspects that can be focused on during the coaching process.

### **Values**

A value is a label for what is important to you at a core level. These may be very different to corporate values which can tend to be rather generalised.

### **Value Rules**

Value rules define how your needs are met in the outside world and how you know whether your values are being achieved or not.

### **Beliefs**

A belief is an underlying assumption about the world which either helps or hinders you in achieving some outcome.

### **Senses and submodalities**

All of our knowledge and experiences are acquired and organised through our senses. Understanding how we structure those experiences is key for 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.

### **Hypnotic Language**

You can unlock creativity and gently influence with the use of language borrowed from the world of hypnotherapy. Hypnotic language enables the coach and client together to create the foundation for personal change and development.

### **Time**

NLP can assist in image-making exercises that help to look at events and experiences from different points in time and perspectives, which is very valuable in planning for the future.

### **Stories**

Stories have a unique structure which conveys complex information very effectively through simulating cause and effect within a given context.

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## **Profiles**

In NLP, 'Meta Programs' are used as a way of predicting a person's general preferences for relationships to people and events and can be used to increase rapport, influence and persuade.

## **Modelling**

The heart of NLP is modelling; the process of systematically coding and transferring knowledge from one person to another – Emulating characteristics that successful people have shown in order to get results in defined areas - combining both logical and intuitive

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