

PRISM-TBM

Management, Mindgames or Manipulation

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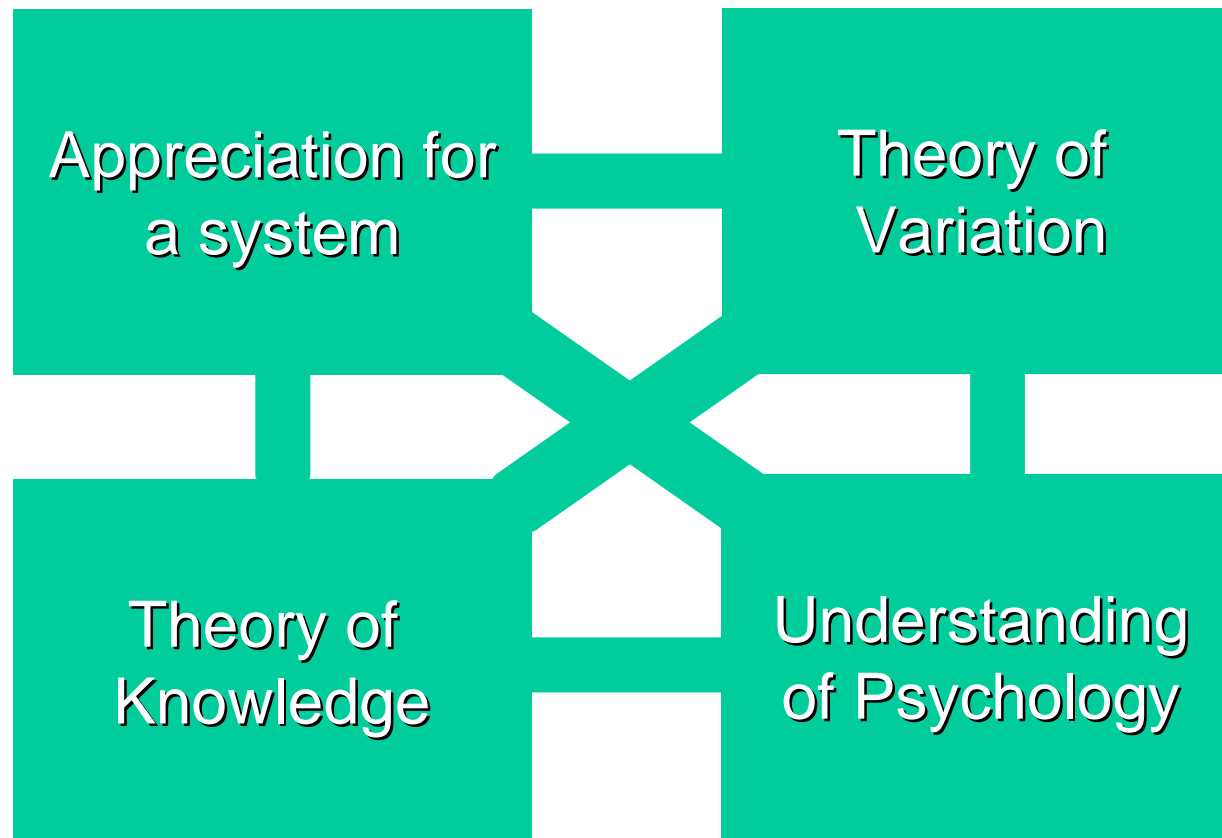
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Managing through the lens of a System of Profound Knowledge





What is NLP?

- NLP is the study of human excellence
- NLP is the ability to be your best more often
- NLP is the powerful and practical approach to personal change
- NLP is the new technology of achievement
- NLP is the acronym for Neuro-Linguistic Programming



What is Neuro Linguistic Programming?

- **Neuro** – increasing awareness of the way your mind processes experiences
- **Linguistic** – being aware of how the way you use language affects the way you see things
- **Programming** – creating new models or ways of doing things

There is no such thing as failure - only feedback.

Bill Lucas – Power Up Your Mind



The NLP Presuppositions

- The map is not the territory
- Experience has a structure
- If one person can do something, anyone can learn to do it
- The mind and body are parts of the same system
- People already have all the resources they need



The NLP Presuppositions

- You cannot NOT communicate
- The meaning of your communication is the response you get
- Underlying every behaviour is a positive intention
- People are always making the best choice(s) available to them
- If what you are doing isn't working, do something else. Do anything else



Some basic definitions

- Representative states – auditory, visual and kinesthetic
- Associated and dissociated
- Motivation – towards and away from
- Anchors and ‘swishing’



The promise....

Imagine you could be...

- Associated with all the wonderful experiences of your life
- Distanced from the unpleasant experiences
- So have the feeling of all the pleasant experiences and a perspective on your mistakes

NLP creates an environment for graceful change, allows you to live purposefully, to participate in creating the world you really want. (*NLP – The New Technology of Achievement*. Andreas and Faulkner)



Excellence and Wisdom?

Excellence is a passionate commitment to something from the self position

Wisdom is the ability to consciously move back and forth between self, other and observer positions.

(Dilts – quoted in *NLP – The New Technology of Achievement*. Andreas and Faulkner)



Powerful persuasion

Persuasion – the ability to offer compelling value to others

Find out what customers, clients, associates or friends want and learn what they value

Michelin – ‘because so much is riding on your tyres’



NLP – some applications

- NLP and Quality Auditing- Karen Becker Associates
- NLP and Applied Magic – Brandy Williams
- NLP and Flirting - Peta Heskell
- Advanced Persuasion Skills – Mark Hogan

‘NLP is like a knife, it is a tool that can be used for good or evil’



Exploring perspectives

- What issues and questions does this raise for us?
- Where can we look for some sources of knowledge to guide us here?
- How can we shed some light on the issues raised?



Relationships with others

- Martin Buber

- I – it

An attitude of extrinsic or instrumental value

- I – Thou

A relationship based on respect and intrinsic value

Tom Morris – *If Aristotle ran General Motors: The New Soul of Business*



Truth and Lies

‘The market is a place set apart where men may deceive one another’ – Anacharsis

‘No man can be said to be happy who has been thrust outside the pale of truth’ – Seneca

Tom Morris – *If Aristotle ran General Motors: The New Soul of Business*



Ancient Good

- Wisdom
- Dignity
- Truth
- Character
- Reputation
-
-

Modern Counterfeit

- Cleverness
- Glamour
- Expediency
- Personality
- Fame
-
-



Ethical Path to Excellence

- Network with Sages!
- Take care in little things
- Cultivate a perceptive imagination
 - Small scale – empathy
 - Large scale – vivid vision for our lives and our businesses

Tom Morris : *If Aristotle ran General Motors: The New Soul of Business*



Working on Purpose

"People ask the difference between a leader and a boss. . . . The leader works in the open, and the boss in covert. The leader leads, and the boss drives." - Theodore Roosevelt



Emotional Intelligence

$(A \times C) - (U \times E) = \text{Authentic Presence}$

where

A = Attentiveness

C = Concern

U = Ulterior motive

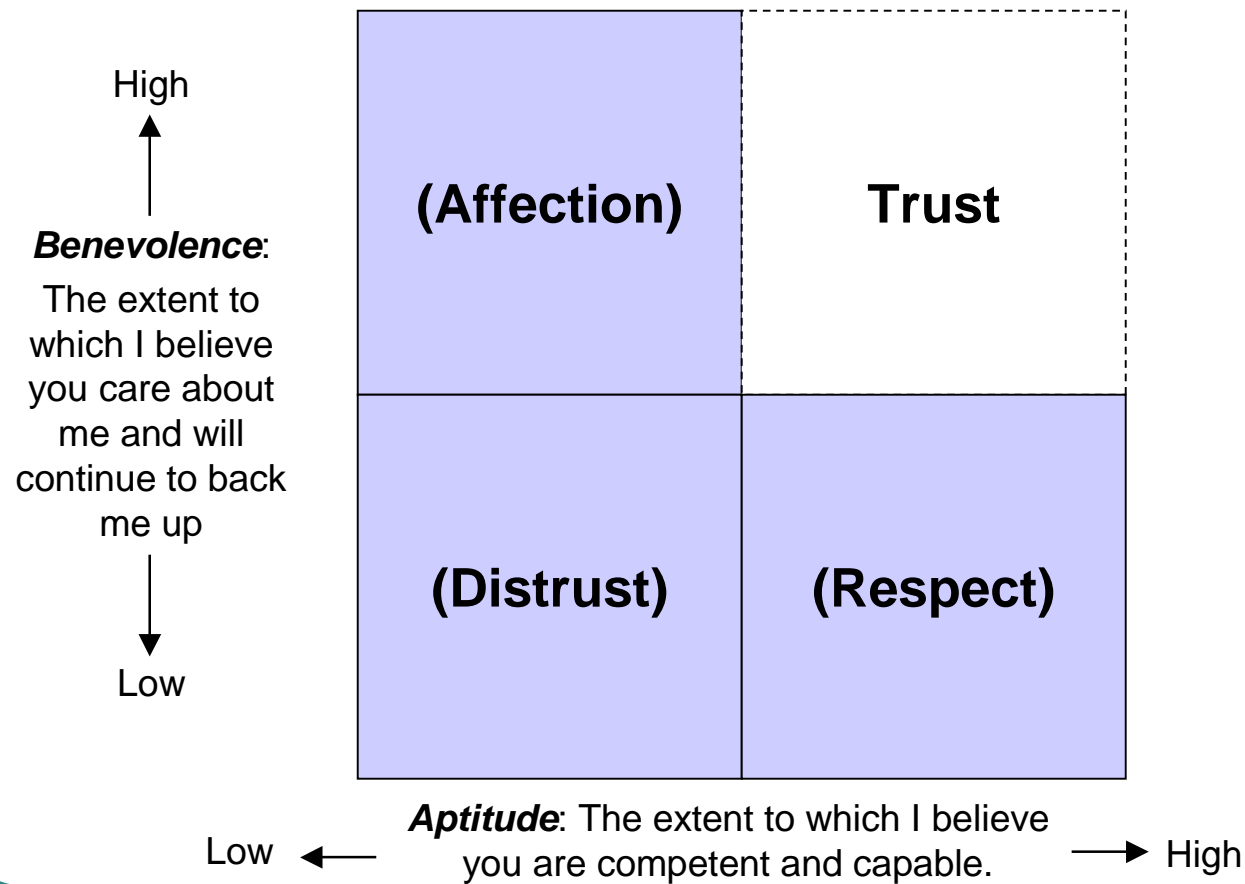
E = Entitlement

from Executive EQ – Cooper and Sawaf



Building Trust

Peter Scholtes: The Leaders Handbook





Power and Authority

Servant Leader power – using persuasion and example – used to create opportunities so individuals can choose and build autonomy

Coercive power - used to dominate and manipulate people – individuals coerced down a predetermined path

Robert Greenleaf – Servant Leadership



Deming on Leadership

‘The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output and simultaneously to bring pride of workmanship to people....to help people do a better job with less effort.’

W.Edwards Deming – Out of the Crisis



Edelman's Paradox of Management

'Only those with genuine respect for human beings as free beings can show to others the respect that encourages pride of workmanship.

Those who would **use** respect as a means of encouraging pride of workmanship cannot possess that respect to begin with. This will be not respect but **manipulation**. They will be capable only of empty imitation, and so capable only of technique, and so incapable of encouraging pride of workmanship'

John T Edelman – Ethics, Pride and Productivity. OQPF 1996



Learning from NLP for us

- What is the useful learning for us – as colleagues, workers, managers, internal or external change agents
- What do I understand about myself – my motivations? My ‘representative states’? What about my use of language? Use of negatives or positives
- How easily do I move between self, observer and other? What can I do to learn and improve?
- What more do I want to read and study about Neuro Linguistic Programming?



The Crucial Question for us all

What is my aim is better understanding myself and in gaining insight into others?