

# 31

**JOURNAL**

USING NLP TO SET THE STAGE TO  
ACHIEVE LIFE BALANCE AND  
GOAL SETTING

**WILLIAM A. HOWATT, PH.D.**



## General Information

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# INTRODUCTION

## Journal

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**I**N life coaching, getting my clients to clearly define their wants, goals, dreams, and desires is very important in assisting them to obtain all that they really want in life. This Journal is a tool to help you prepare yourself to make your life goals over the next 31 days — the first step to creating new habits and outcomes is to become aware of what you want, then to start to focus on obtaining your desired goals. I have created *Journal 51* for laying out your goals, once you are ready. *Journal 51* is a preparation and self-exploration journal.

I have found a great deal of interest in Neuro-Linguistic Programming (NLP), which was developed by John Grinder and Richard Bandler in the mid-70s. NLP came out of their observation of some of the best communication in the field of human behavior, such as Virgin Satir and Milton Erickson.

NLP has broken down communication and focuses on how people relate and communicate with others; how they make decisions; how they are influenced; how they store memory; and how they access memory. NLP breaks down very specifically how we all process the outside world, such as: are we visual? Auditory? Kinesthetic? It explores how we access the world through the different filters (visual – eyes; auditory — ears; kinesthetic — feeling), and it teaches how we can break down what people do well, so we can model them.

In this journal, we will explore some basic NLP exercises to help you learn how you communicate with yourself and others, to assist you to have life balance, and be a peak performer. The daily exercises will be of value in helping you get your focus.





# PART ONE

# Journal

# 31

**W**ELCOME to *Journal 31, Making Original Change Using Neuro-Linguistic Programming (NLP)*. NLP is one of the fastest growing technologies to help people grow. Neuro refers to the nervous system (five senses: sight, sound, touch, taste, and smell — the pathways). Linguistic refers to our ability to use language, and how words influence the pictures we put in our heads. Programming is the habitual habits of human behavior created by the programs made for the individual. NLP technology is designed to help one create a new program in their head, so they can become a peak performer in life.

In my life coaching practice, I have found that journaling has been invaluable in helping people focus on achieving their goals. Because NLP is so popular, I wanted to have a journal that had 31 active daily learnings to help you achieve your goals for one month.

In life coaching, what stops people 95 percent of the time is themselves! Yes, many believe that the outside world stopped them, or is stopping them from making the necessary change. For example, a common statement is to say so-and-so “made them do this and that.” The truth is, the individual belief system and programming were the major reasons for how they are responding, and what they have in life. For example, what do you have in life compared to what you want in life? Do you have enough haves? Are you focused more on the wants or don’t haves? What stops you from having all that you want?

There is a great difference between wanting something and knowing you can have it. Wayne Dyer teaches that to get what you really, really, really, really want in life, you need to turn your focus to the following four steps.

1. Create your dream.
2. Know what you want.
3. Ask for what you want.
4. Live life with passion, and focus on knowing you will get what you want.

He promotes, too, that life is created by what we focus on. In other words, what we focus on will expand, regardless whether it is good or bad, meaning that if you have fears, and focus on them, they will become reality. We need to focus not on what we fear, but only on what we want in life. NLP teaches that the brain cannot hold a negative, so if you focus on what

*“For peace of  
mind, resign as  
general manager  
of the universe.”*

— Larry  
Eisenberg

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*“Nothing contributes so much to tranquilize the mind as a steady purpose — a point on which the soul may fix its intellectual eye.”*

— Mary Shelley,  
*Frankenstein*

you do not want, the brain changes the not — and you get this in your life. For example, how many want to lose weight? If I say I do not want to be fat, guess what I will get.

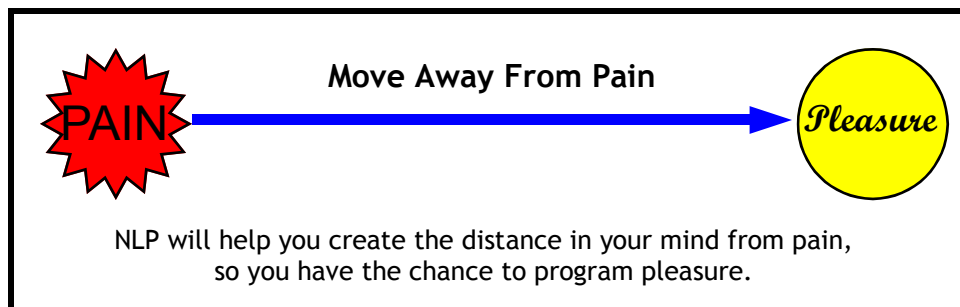
I have found that NLP exercises, if practiced and used, are very effective in helping one structure their belief system.

This journal has been written to be used as a preparation for goal setting, to help my clients and friends continue their life journey.

I promote the WAVE™ goal setting concept to help you attain your life goals. What stops people is not giving themselves permission to know they can have what they want.

The early originators of psychology used a science called stimulus response psychology, based on the concept that humans are motivated by pain and pleasure. Anthony Robbins, who took NLP into the mainstream, believes that what often motivates us to make a decision to be successful is extreme pain or pleasure, and bases one of his themes, Neuro Associate Conditioning, on that premise.

Our thoughts often float to painful ones if we find ourselves stuck in life. Because many of us often will first measure and focus on pain more than on pleasure — guess what we will have more of in life. In other words, many will accept one pain (e.g., overeat) to offset a greater pain (low self-esteem). To give up one pain, one needs to learn they can have life balance without pain, and that there is another way to live. The science of NLP is based on associating people with the good stuff (pleasure), and dissociating them from the bad stuff (pain).



Let's experiment with how NLP works.

First, close your eyes; think about a time when you were totally happy, having a great time. See the picture; hear the words; feel the scene. Enjoy it. Now stop — go to a time when you were scared; thought you were not going to be successful. Quickly stop and go back to the first scene of being happy now!

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What impact do the movies we run in our head have on our body? We link a lot of meaning to stories, memories and words. We have rules and roles that influence our beliefs about who we can be; what we can want; and know we can have. In *My Personal Success Coach*, I teach how we can run pictures in our head, and become emotionally hijacked. I have found NLP to be a great resource for teaching how we can create internal language and thoughts that are healthy.

In this journal, we will use exercises to help you program your mind to be able to focus more effectively on what you want to have in life, and know you can have. The first daily exercise of the 31 days will be foundation exercises, so you can utilize NLP change technologies.

### THE FIRST STEP OF GOAL SETTING

Many of my journals have been created to help people set goals, using a format I call the WAVE (see Page 15). The purpose of this journal is to start to prepare you to make life goals. The five areas I focus on in goal setting are:

1. Money
2. Career
3. Relationships
4. Self
5. Health

In these five areas, we explore pretty much everything a human being does to achieve life balance and happiness. The challenge, if you will, is to have people stay focused on the five areas.

Kind of like the New Year's Eve phenomenon, it is common for people to be motivated to want to make change, though to get them to stay committed and focused for this change is often not successful. In *Journal 31*, we want to introduce you to NLP to help prepare you to define clearly your life goals in the above five areas. The focus is to get you thinking about what you believe, feel, and experience daily, so you can start to move toward what you want in life.

The focus of this journal is to set up the first month of your next 365 days, so in the following section, we are going to explore the goals you want to attain.

"How many goals should I try to attain?" you may ask. My response is: one small goal in each of the five life balance areas, by following this formula:

*"It is often easier to fight for principles than to live up to them."*

— Adlai E. Stevenson

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**Desired Goal + Achieving it = Opportunity to achieve the next goal.**

Remember, goals are like thoughts — once you start, they never seem to end. What this means is that once the goal is chosen, you need to focus on achieving and maintaining it in a healthy manner. The old adage of building a brick wall one brick at a time holds true: the emphasis needs to be on attaining one goal at a time, so when going through this process, think about what is possible. Remember that life is a process, not an event. Keep your focus, and plan to achieve all you can — one step at a time.

**Tips to achieving goals:**

1. Be motivated inside.
2. Have a clear idea of where you are now, and where you want to go.
3. Have a clear vision, and see the steps to attain the goal.
4. Take one step at a time, to be focused and determined.
5. Never give up — be persistent; work hard.
6. Monitor your progress, and stay on track.
7. Be enthusiastic, and have passion.
8. Understand that change is a process, and not an event — be patient.
9. Have courage, and stay in the game, so you can enjoy the win.
10. Enjoy the process.

When you set goals, please be clear of the Beginning, Middle, and End. Beginning (what you start); Middle (what you have stopped doing, and start doing, as well as the learning that is needed, so it becomes automatic; End (what is the next part of the goal to enhance or maintain it — a new goal).

## Creating a new path by creating a new WAVE

The idea of setting goals is nothing new, but in reality the action of setting goals is very new for a vast majority of the population. For example, do you have clearly defined goals set for the five major areas of your life (money, career, relationships, self, and health)? In each area, we all have different categories as well as different roles. As you think about this question, do you also have them written down, and a way to evaluate your progress? If you do not, you are in the majority. The science of goal setting works very simply — you set the goal; do work at attaining it; evaluate your progress; and continue until it is achieved, and you have a successful outcome. Sounds too simple? Well, as Scott Peck says, because it is simple does not mean it is easy, meaning we need to do more than talk — we need to take action.

Isn't it true, we do this all the time? The issue for many of us is we still feel there is something missing in our life, because we lack making goals and life passion. Whatever it is, it will not improve unless we go after it! Many of us have lists of things to be done. These “to do lists” become “to guilt lists.”

To help you create your personal life plan, the purpose of this section is to walk you through the procedure for setting personal and professional life goals. The challenge of life is to find personal balance, by which I mean feeling satisfied with your home life and work life. Earlier, I pointed out the five major areas. Let me explain them here (the books listed under each category have been written to help you balance each area):

**Money** — for personal and business life, without money, it is very difficult to exist in our society.

**Career** — In our culture, careers are usually the fuel which provides businesses and individuals with money, so they can exist.

HELPFUL RESOURCES: *A Teacher's Survival Guide for the 21st Century*, *A Corporate Survival Guide for the 21st Century*, *Golf Psyche*, *Real Estate Personal Best Sales Journal*, *Network Marketing Journal*.

**Relationships** — The challenge of marriage, parenting, family issues, community work, and peer relationships is of major importance in our society. People interact with people to exist, and with this action there are many challenges.

HELPFUL RESOURCES: *A Parent's Survival Guide for the 21st Century*; *A Relationship Guide for the 21st Century*

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**Self** — This entails all of the individual's beliefs, such as religion, politics, personal values, personal preferences, self-esteem, self-competency, self-acceptance, and all the other individual characteristics.

HELPFUL RESOURCES: *My Personal Success Coach*, *Journal 51*, *Network Marketing Journal*, *Journaling My Journey*

**Health** — This takes into account the individual's physical health, psychological health, and spiritual health. We refer to it as the mind/body/soul balance. HELPFUL RESOURCE: *Stop That Series*

As you look at these five areas, they cover pretty much all of the human challenges of today. The vast majority of goal setting is to improve one or more of these areas

### How to attain goals

In order for a goal to become real, several factors must come into play. These include:

1. Time
2. Consistency
3. Patience
4. Knowledge
5. Skills
6. Focus
7. Emotion
8. Measurement
9. Adjustment
10. Determination
11. Stopping old behavior, and starting new behavior.
12. Plan for learning and developing a plan.
13. Relapse prevention plan.
14. Motivation.
15. Overcoming obstacles.

There may be more, but to get started, the above lists provides 15 points that need to work together to build the foundation for all outcomes. I call this the Process of Momentum. When a goal builds momentum, it can become very powerful, like an ocean wave, which has all of the above traits. Waves roll onto the coast every day, but the one factor that is consistent is that they move in one direction.

The reality of goal setting is that we need to look ahead and see what we need to overcome to get what we want. We need to see how to overcome life's obstacles. Once we can do this, we are able to take the **actions** needed to create our desired WAVES.

If you think about the metaphor of a wave, you can learn a great deal. For example, as you ride a wave, at the top there is a peak, where you feel a great deal of forward motion. If you fall off at any point in time, all you

need to do is keep your focus, and look straight ahead, because there is always another wave coming to put you at the peak again.

It is important to remember that at the top of the wave if you ever start to go down along the edge of the swell you have a great deal of kinetic energy behind you, meaning that as long as you hold your focus, and keep your body and mind on task, you will be able to use the energy from the previous peak to help you get to the next. Just ride the waves, look to where you want to go, not where you are. Make now more important than the past. Create the future with focus!

Life is like a wave — it has peaks and valleys. The way to stay focused and to attain goals is to focus on peaks, not valleys. To help you set goals of importance to you, I have created a simple concept called WAVE™, which stands for:

**W** — What you really want.

**A** — Actions and activities you will do to get what you want.

**V** — Value of this goal, and the emotion that motivates you.

**E** — Evaluation of your progress.

The process I like to have people do is to set a WAVE for each of the five major life areas. Because many of us tend to make our lives very complicated, I have found it simple when I coach people when they chunk their life down into small parts (money, career, relationships, self, and health). This helps to evaluate where we want to focus.

When you set your wave for each area, it is important to acknowledge that the process never stops, like the ocean wave. In life, the way to keep moving forward to what you want in life is to follow the Japanese philosophy of Kaizen (consistent and never ending improvement). This is why I promote journaling with daily and weekly evaluations of the five areas, to see what new waves need to be set up.

The purpose of creating waves is to attain your desired outcomes — your personal and professional life GOALS. Once you create your waves, it is important to make a life plan. These are often referred to as mission statements. The value of a life plan is to provide you life philosophy — how you want to live your life. First, let's create your waves, and in the journal section, we will work out an exciting life plan.

**Note: It is normal to want to focus on one area at a time, though it is important that you are aware of small goals, and focus on all five life areas, so you are working for life balance.**

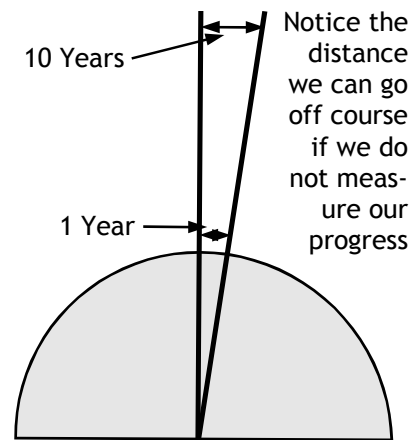
### Why it's important to measure goals

To help you in this wave generating process, we will have you follow a set format for each of the five life areas. Under each area I have provided you with four categories. Notice there is space for you to add specific ones for your particular situation. For each area you will be asked to rate how the category is being fulfilled, on a scale of 1 to 10, the higher the number, the better the situation. This is to self-evaluate the area of need. **Not to limit you, but I like to suggest that for each area of life balance you take one desired outcome at a time, and set a WAVE for it.** Once you have it flowing, go back and create another wave. I suggest you not overwhelm yourself by trying to do too much. Creating a small wave will set the stage for measuring progress.

An example would be Samuel, who wants to lose weight in order to have more energy. The first outcome he wants is to improve his diet, so he would first set the WAVE for healthy eating, using the following format. Once he has it in place, and the habit of healthy eating has started, his next WAVE would be fitness. The way to keep momentum is having another goal ready. We need to have a WAVE in place, then move to the next WAVE that needs to be created.

The key to success is to start out with small change, and work and work, until it is big change. If you remember your high school geometry set, if you take a straight line off another at a 90 degree-angle, and draw it out 5 miles, then move 2 degrees, and draw another line 5 miles, you will see how a small change over the long term will create massive change. Journaling is like an autopilot. It helps you focus daily, so you do not go too far off course. Like a car, if you go too far, you will run out of fuel, and stop working on your goal.

It is important to make clear what you want to happen specifically in one year from now. To get your outcome started, decide what you want to happen in 60 days. As with Samuel's example, in one year you may want to lose 40 pounds, however, in the first 60 days, you may want to adopt healthy eating habits, and lose 10 pounds.





### **Exploring our thoughts and emotional state**

What I would like you to do is to start to explore your emotions. The Edge Hawkins Measure will start you out by looking at what emotion you spend the majority of your life in. The purpose is to help you get an evaluation of where you really are in life. It is only a guide.

# *Journal*

# *31*

# HAWKINS

## Edge Hawkins Measure

We all have heard of the power of positive thought, however, few of us are aware of the impact of our thoughts. In coaching, we promote David Hawkins' revolutionary book, *Power vs. Force*, in which Hawkins explains the concept of force as being that all human beings have control over their actions. In *My Personal Success Coach*, I provide the opportunity for you to be introduced to William Glasser's Choice Theory. The concept that Glasser will expand is based on Locus of Control. This term means simply whether you work from a belief that events around you control you (external), or you believe you always have choice (internal) — thus the terms External Locus of Control or Internal Locus of Control. As Hawkins, a world famous psychiatrist who for over 40 years has looked at the question of how your consciousness will affect success, promotes, we all have control over ourselves — this is the force again. On the following pages, self-evaluate your present locus of control, to define your personal power.

LOCUS OF CONTROL		
	Internal	External
1.	A	B
2.	A	B
3.	B	A
4.	B	A
5.	B	A
6.	A	B
7.	A	B
8.	B	A
9.	B	A
10.	B	A
11.	A	B
12.	A	B

LOCUS OF CONTROL		
	Internal	External
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
<b>Total</b>		

# LOCUS OF CONTROL

Directions: In each pair of statements, choose the one which most closely describes your beliefs, and circle the letter A or B. If you agree with both statements, or disagree with both statements, choose the one you agree with more. There are no right or wrong answers.


1. A. Many of the unhappy things in people's lives are partly due to bad luck.  
B. People's misfortunes result from the mistakes they make.
2. A. In the long run, people get the respect they deserve in this world.  
B. Unfortunately, an individual's worth often passes unrecognized, no matter how hard he tries.
3. A. Without the right breaks, one cannot be an effective leader.  
B. Capable people who fail to become leaders have not taken advantage of their opportunities.
4. A. No matter how hard you try, some people just don't like you.  
B. People who can't get others to like them don't understand how to get along with others.
5. A. I have often found that what is going to happen will happen.  
B. Trusting to fate has never turned out as well for me as making a decision to take a definite course of action.
6. A. When I make plans, I am almost certain that I can make them work.  
B. It is not always wise to plan too far ahead, because many things turn out to be a matter of good or bad fortune anyhow.
7. A. In my case, getting what I want has little or nothing to do with luck.  
B. Many times we might just as well decide what to do by flipping a coin.
8. A. It is hard to know whether or not a person really likes you.  
B. How many friends you have depends upon how nice a person you are.
9. A. In the long run, the bad things that happen to us are balanced by the good ones.  
B. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.
10. A. Many times I feel that I have little influence over the things that happen to me.  
B. It is impossible for me to believe that chance or luck plays an important role in my life.
11. A. People are lonely because they don't try to be friendly.  
B. There's not much use in trying too hard to please people; if they like you, they like you.
12. A. What happens to me is my own doing.  
B. Sometimes I feel that I don't have enough control over the direction my life is taking.

## Measuring power

As you explore this locus of control, you will have important information that will predict how you will think. People with an external locus of control are more negative in their thoughts.

Hawkins' findings show that on a logarithmic scale of 1 to 1,000 (where numbers below 200 are more negative — adversely affecting the self and the world), the world average is 204, and just 0.04 percent are over 500. The most successful individuals would rate above 250. The table below will give you a visual outline of what emotions the scale was measuring. As you look at the chart, consider where your present level of consciousness is today. I believe we all have the potential to move up the scale, with awareness and attention.

What you are probably thinking, as I did when I became aware of this, is *what are the steps I need to take?* Hawkins teaches that there are no specific X-Y-Z steps. The way to tune in this power is to become aware that any negative thought will affect success in a powerful way that we cannot explain. All that science knows for sure is that it is present. It is important not to try to make a specific plan to obtain power, just create a vision, and trust that what you can and will do will lead you in the right direction. In the chart below, check the box that best represents the emotion you rely on or use the most.

Hawkins' Map of Consciousness			
Emotion Level	Log Number	Famous People	My Level
Enlightenment	700-1000	Mother Teresa	
Peace	600		
Joy	540		
Love	500		
Reason	400	Albert Einstein	
Acceptance	350		
Willingness	310		
Neutrality	250		
Courage	200	 Work to be above 250	
Pride	175		
Anger	150		
Desire	125		
Fear	100		
Grief	75		
Apathy	50		
Guilt	30		
Shame	20		

Hawkins notes that energy fields rarely are manifested as pure states in an individual. “Levels of consciousness are always mixed; a person may operate on one level in a given area of life, and on quite another level in another area. An individual’s overall level of consciousness is the sum total effect of these various levels.”

A brief outline of Hawkins’ energy levels:

**Energy Level 20: Shame** — The shame-based personality is shy, withdrawn, and introverted.

**Energy Level 30: Guilt** — Guilt, so commonly used in our society to manipulate and punish, manifests itself in a variety of expressions such as remorse, self-recrimination, masochism, and the whole gamut of symptoms of victimhood.

**Energy Level 50: Apathy** — This level is characterized by poverty, despair, and hopelessness.

**Energy Level 75: Grief** — This is the level of sadness, loss, and despondency.

**Energy Level 100: Fear** — Fear of enemies, fear of old age or death, fear of rejection, and a multitude of social fears are basic motivators in most people’s lives.

**Energy Level 125: Desire** — Desire motivates vast areas of human activity, including the economy. It moves us to expend great effort to achieve goals or obtain rewards.

**Energy Level 150: Anger** — Anger can lead to either constructive or destructive action. Anger can be a fulcrum by which the oppressed are eventually catapulted to freedom.

**Energy Level 175: Pride** — Pride has enough energy to run the United States Marine Corps. People feel positive as they reach this level, in contrast to the lower energy fields.

**Energy Level 200: Courage** — At the level of courage, an attainment of true power occurs; therefore, it is also the level of empowerment.

**Energy Level 250: Neutrality** — To be neutral means to be relatively unattached to outcomes; not getting one’s way is no longer experienced as defeating, frightening or frustrating.

**Energy Level 310: Willingness** — Willingness implies that one has overcome inner resistance to life, and is committed to participation.

**Energy Level 350: Acceptance** — At this level of awareness a major transformation takes place with the understanding that one is oneself the source and creator of the experience of one’s life.

**Energy Level 400: Reason** — Reason is capable of handling large, complex amounts of data, and making rapid, correct decisions; of understanding the intricacies of relationships, gradations and fine distinctions; and of expert manipulation of symbols as abstract concepts become increasingly important.

**Energy Level 500: Love** — The 500 level is characterized by the development of a love which is unconditional, unchanging, and permanent. It does not fluctuate because its source within the person who loves is not dependent on external factors.

**Energy Level 540: Joy** — Characteristic of this energy field is a capacity for enormous patience, and the persistence of a positive attitude in the face of prolonged adversity. The hallmark of this state is compassion.

**Energy Level 600: Peace** — This energy field is associated with the experience designated by such terms as transcendence, self-realization, and God-consciousness. It is extremely rare, attained by only one in ten million people.

**Energy Levels 700-1,000: Enlightenment** — This is the level of the Great Ones of history who originated the spiritual patterns which multitudes have followed through the ages. All are associated with divinity, with which they are often identified. It is the level of powerful inspiration; these beings set in place attractor energy fields which influence all of mankind.

Hawkins teaches that we have total control over how we measure our personal power (ILOC), and our actions can be measured. However, the power of thought, which is of a greater force, cannot be measured by present technology. I believe the next step is to choose healthy actions and thought. Do not underestimate the force, and how it works for you, not against you.

## **Scoring Interpretation**

Regardless of where you fit on the scale, the point is that some of you will believe, and some will not. I like to point out that the ultimate power is pure thought. Carl Jung, the famous psycho therapist was, in my opinion, ahead of his time when he explained the collective consciousness, which was his theory that all human beings share one large global consciousness mind. The point of Hawkins' work is yes, we can recognize locus of control, and yes, we can measure it, like you have.

Although it is a powerful force, the ultimate power is how a single thought can influence all human beings. As you looked at the Hawkins chart, think of how a little old lady such as Mother Teresa offset so much pain. There are going to be enough negative people in the world, so in coaching, we are going to promote helping yourself and the planet, by having clear focus and pure thoughts.

## Some of us are right, and some are left

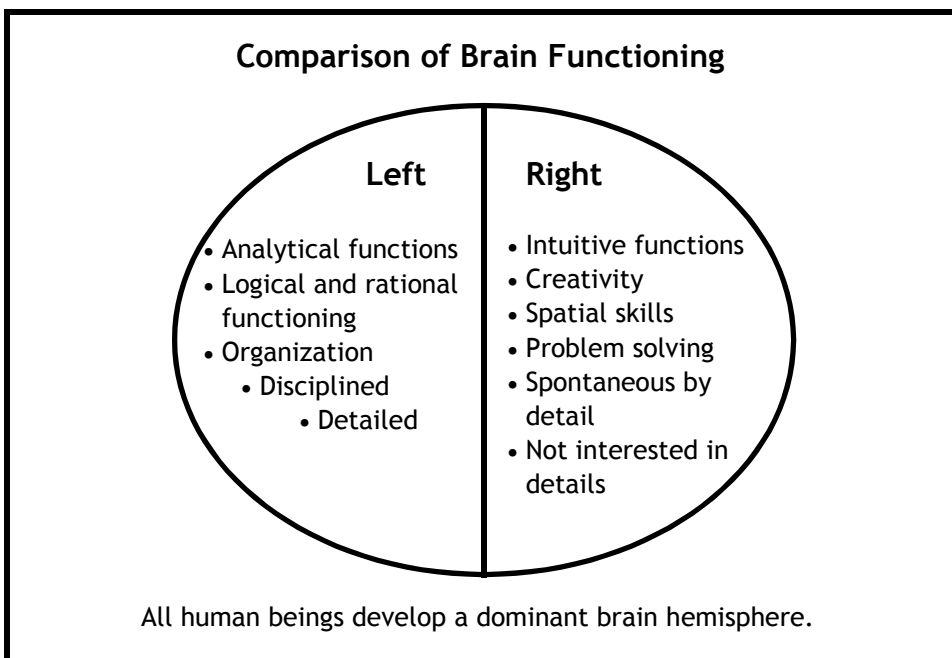
I find many of my clients say they do not have enough time to set goals. I believe it is not time that is the problem, it is the states in which we spend our time. Time may not be the issue. I find right-brained people so creative they find it hard to follow a structure or a set of laid-out goals.

The following Edge Time Measure will give you an introduction to how we spend our days, so you will have a frame of reference. If you are in crisis, or an unbalanced state daily, will you set goals? When we learn to become aware of our states and emotions in an effective way, we move from the fears, worries, and concerns that hold us back. The song that says, “Don’t worry, be happy,” says a great deal. To start goal setting, whether you are right-brained or left-brained, the purpose of this journal is to prepare you for goal setting. For example, left-brainers like structure, and usually do well following a set program. Right-brainers’ minds are creating, and get bored with routines. However, from my experience, both groups report significant improvements by following a program that has them define their goals in writing, and then monitor their progress.

The conscious brain has a breakdown of two parts, as shown in the diagram below. Examine the chart, and self-evaluate whether you are right- or left-brained.

*“There are more things in heaven and earth, Horatio, Than are dreamt of in your philosophy.”*

— Hamlet, Shakespeare



# Journal

## 31

*“I know only  
that what is  
moral is what  
you feel good  
after, and what  
is immoral is  
what you feel  
bad after.”*

—Ernest  
Hemingway,  
*Death in the  
Afternoon*

It is important to be aware of which side you use more. An individual with a right-side dominant brain will usually not pay attention to making plans of what to do, and will be more likely to be a risk taker, while someone with a left side dominant brain will have a really logical life plan. A person with a highly dominant left brain will have a difficult time changing their plans, but because life is a game of mistakes, there is a need to be flexible and creative.

People need to understand we all have two sides to our brains, and to learn to be aware of which side is dominant, so that we can become balanced. The most successful people are those who are able to plan their life well, taking into consideration their dominant brain system. Once the person is aware of how they function in regard to brain dominance, they can make their game plan fit their style. They also can be aware of how they can use their knowledge to focus on practicing and increasing their ability to incorporate the other part of their brain (e.g., a left brainer who is in a difficult spot can use their right brain to help find a creative way out). With planning in place, the unconscious brain just does what it is told. Even right-brainers will benefit from NLP, and starting to learn to focus on what they really want in life.

The purpose of this journal is to get you to start to become aware of your actions, and the relationship they have to influencing your thinking and emotions.

Let's now look at how you use time.



# Journal

## Edge Time Measure

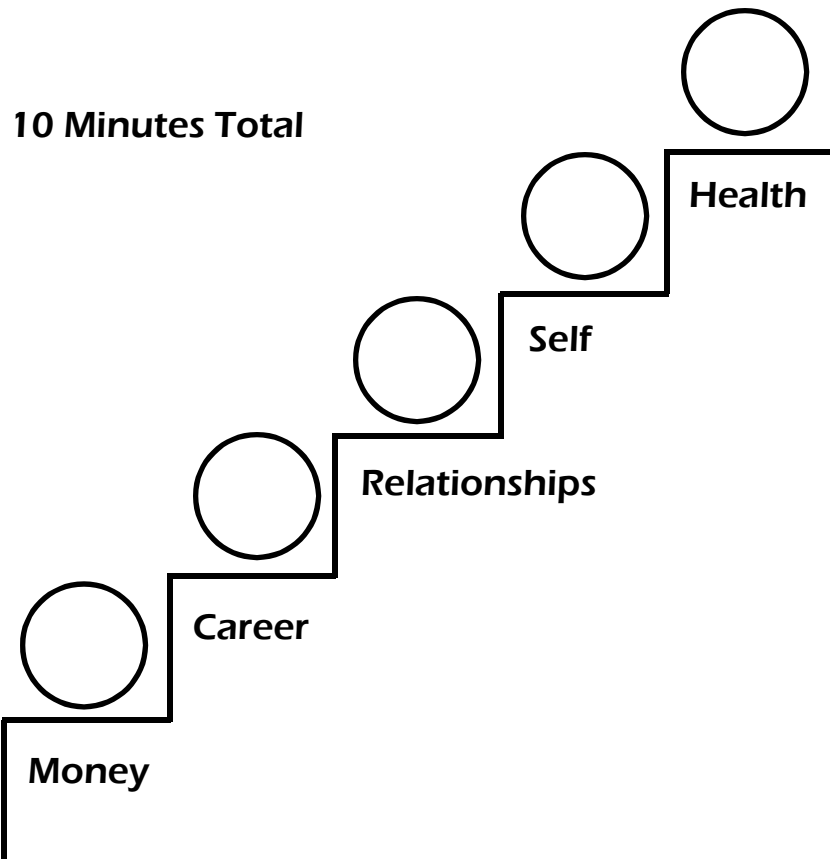
# TIME

# 31

TIME — We all have many times wished we had more of it! For people who are stressed in life, there often is a correlation between feeling overwhelmed and not having enough time. The purpose of this measure is to help you recognize how you use time, and identify not how you can have more time, but how to reorganize your priorities so you make better use of time.

In the Edge Life Measure, we explored your personal balance. As you recall, the graphic below represents the five levels of personal balance. As you look at the graphic, imagine that you have only 10 minutes total time for an entire year. As you ponder this thought, identify how many minutes total you have spent in each of the five different levels. Remember, we can't fool the clock — we can't make more time.

So you have 10 minutes total — how did you use your time?



Notice that usually the area we spend the least amount of time in is the area where we have the most stress.

Obviously, the graphic gives you information on the big picture of where you focused your time.

Now let's look at a more specific level of how you spend your time. I find there are many programs that have been designed to help you manage time. Many of them, I am sure are very good. However, I find that the problems is not how people manger time per se, it is how they manage their focus — or more specifically, their state.

To be a peak performer, we need to learn how to maximize our mental state. For example, I have observed that people operate in five different states:

1. **Peak Performer State** — This is where the person works in a state that life and work are fun and easy. They plan out their life and work to be efficient, so they have life balance. They work on what is of value and important to them without being in crisis.
2. **Crisis State** — This state is where the person feels they are always responding to what is urgent. We all call this crisis management. We need to be able to operate from this state, however, when we live in it all the time, life becomes stressful and unfulfilling.
3. **Unbalanced State** — In this state, we feel so overloaded and stressed that we look for distractions to change our state. These sometimes lead to addictions, such as food, alcohol, and drugs, as the person tries to control their state by adding a pleasure. The problem is that it works only to improve their state, and does nothing to reduce the original stress.
4. **Trivial State** — This is a state people use to balance stress by doing small, trivial tasks, so they feel a sense of accomplishment. They like reading the newspaper cover to cover, and reorganizing to reorganize. The person feels they are doing something daily, however, they claim to never have enough time. If you look at someone who reads the paper one hour a day, in a week, they are spending seven hours. Most peak performers do not allow time to slip through their hands like this. I am not saying reading the paper or doing something like that is wrong, though if we say we have no time for our children . . . I have just found you seven hours.
5. **Numb State** — This is where the person uses a tool such as TV to tune out the world. The average American spends four hours a day watching TV. That is 28 hours a week, and they claim to have no time as well.

As you can see in the above five states, it is not a time problem, it is a state management concern. Sure, systems can help, however, we start our coaching by seeing how you spend your days. What you are doing tells us what state you are in.

What we would like you to do is think back over the last month, and identify what percentage of each day you spent in each state. To do this, look at the weekly calendars on the next four pages. You will see they have the hours listed. Fill in quickly what you did each week, as well as you can remember (use your diary/day planner to refresh your memory. Do not be concerned with every detail — we are looking for a pattern. Then, at the bottom of each day, put in what you think was the daily percentage breakdown of each state you were in for the day.

Monthly State Calendar – Estimate Week 1							
	Sun.	Mon.	Tues.	Wed.	Thur.	Fri.	Sat.
6:00 am							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
1:00 pm							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
Peak	%	%	%	%	%	%	%
Crisis	%	%	%	%	%	%	%
Unbalanced	%	%	%	%	%	%	%
Trivial	%	%	%	%	%	%	%
Numb	%	%	%	%	%	%	%

Monthly Percentage Breakdown			
Peak	%	Trivial	%
Crisis	%	Numb	%
Unbalanced	%		

Monthly State Calendar – Estimate Week 2							
	Sun.	Mon.	Tues.	Wed.	Thur.	Fri.	Sat.
6:00 am							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
1:00 pm							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
Peak	%	%	%	%	%	%	%
Crisis	%	%	%	%	%	%	%
Unbalanced	%	%	%	%	%	%	%
Trivial	%	%	%	%	%	%	%
Numb	%	%	%	%	%	%	%

Monthly Percentage Breakdown			
Peak	%	Trivial	%
Crisis	%	Numb	%
Unbalanced	%		

Monthly State Calendar – Estimate Week 3							
	Sun.	Mon.	Tues.	Wed.	Thur.	Fri.	Sat.
6:00 am							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
1:00 pm							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
Peak	%	%	%	%	%	%	%
Crisis	%	%	%	%	%	%	%
Unbalanced	%	%	%	%	%	%	%
Trivial	%	%	%	%	%	%	%
Numb	%	%	%	%	%	%	%

Monthly Percentage Breakdown			
Peak	%	Trivial	%
Crisis	%	Numb	%
Unbalanced	%		

Monthly State Calendar — Estimate Week 4							
	Sun.	Mon.	Tues.	Wed.	Thur.	Fri.	Sat.
6:00 am							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
1:00 pm							
2:00							
3:00							
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5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							
12:00							
Peak	%	%	%	%	%	%	%
Crisis	%	%	%	%	%	%	%
Unbalanced	%	%	%	%	%	%	%
Trivial	%	%	%	%	%	%	%
Numb	%	%	%	%	%	%	%

Monthly Percentage Breakdown			
Peak	%	Trivial	%
Crisis	%	Numb	%
Unbalanced	%		

## Scoring Reference

Once you have your scores, the question you need to explore with your coach is as follows:

Am I spending the vast percentage of my time in the Peak Performance state? A healthy percentage is 50% to 60% (higher than this, the person is at risk of losing themselves). Peak performers are maximizing their lives; they know they are in self-control, so they take action to live life, and enjoy it.

We all spend time in a crisis state, and need to be able to adapt quickly — this is where we get the edge. A healthy number is around 15% to 20%. If we stay in this state of mind, we learn to look at everything as a crisis, and are on the road to burnout.

In regard to the last three states, we all go into them, and use them to deal with life. With the exception of addictions, depression, and other ineffective behaviors, we all can benefit by tuning out. As long as we are only tuned out for 20% to 25% of the time, we will do OK.

To help you manage state, so you can manage time, we will be doing the following:

1. Helping you by assisting you to maximize your focus and concentration — through coaching.
2. Daily journaling, to measure your micro steps of success.
3. Utilizing a time planner or computer scheduler.
4. Repeating this instrument monthly to get your focus on state and time use.

**We all have time — it is not time that is the concern — it is our focus and state!**

# Journal

## 31

“We all see . . .

what we want to

see . . .”

— “Trust”  
Microglobe

### HOW TO USE THE JOURNAL

The purpose of this daily journal is to offer you an NLP learning, as well as a template for a daily reflection and inventory of how your life is really going. The objective is that after 31 days, you will have the insight and awareness of areas that would benefit from focus, and where to start to put your goals in writing. We want to look first at the big picture, and after you complete the journal, *Journal 51* or *My Personal Success coach* will help you tune in your focus.

#### Daily template

**Day, Date, Time** — Track when you stop and review your day.

**Daily Review and Journal Entry** — This section has no structure; it is a place for you to reflect on the day, and record it in history. Research has shown that writing about your day helps process and organize it.

**Your Special Theme** — This is an optional section where you can choose an issue, changes, or emotion you want to address and overcome. The objective is that whatever you write, the ultimate outcome is to have a potential plan of action or resolution. For example, if you want more love, your theme may be love, so you would work out a plan of how to have more love. The special theme has no limitation; it is whatever you want to focus on.

**Daily Wellness Measures** — Each day, it is of value to take a quick stock of how your overall wellness is. All you need to do is circle a number on the scale. The lower the number, the less fulfilled it has been for the day.

**Daily Emotional Measure** — As Hawkins teaches, our thoughts will determine our emotions, and ultimately our reality. All you do in this section is check the emotions you have experienced, then notice what side of the fence you are spending the most time on. My goal is that you will be focusing on the life balancing emotions.

**Daily State Measure** — As in the Edge Time Measure, out of 100 percent for each day, self-evaluate what percentage you spend in each state. This will help you predict how much time you have to add new goals to your life.





# Journal

## 31

*“Let your  
fantasies  
unwind.”*

*— Phantom of  
the Opera —  
Andrew Lloyd  
Weber*

34

## Day 1

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### The basis of NLP

1. **The map is not the territory** — our view of the world is what we see, feel, hear, touch, and smell; it is not all encompassing of the world. Our maps can be updated and improved once we allow them to be.
2. **All experiences have a structure** — our thoughts and memories have a structure to them. When we change the structure and pattern, the experience will change. This is how we can disassociate from unpleasant situations.
3. **People are not their behaviors** — we need to focus on the behavior we want to change, not attacking oneself.
4. **The power of modeling** — if a person can do something, anyone has an opportunity to learn to do it. If it is created, think it is possible to duplicate anything.
5. **People have all the resources they need to change already** — our mental images, inner voices, sensations, and feelings are all blocks we can use to build up a thought or belief when we focus on it.
6. **The mind and body are the same** — what affects the mind will affect the body.
7. **We always communicate** — we can never not communicate; we do it verbally, non-verbally, and with out thoughts.
8. **The meaning of your communication is the response you get** — how what we say is received is what the communication means. We need to listen to ensure our message was received correctly.
9. **Behind every behavior is a positive intention** — all behavior at the start had a positive intention; we need to learn to separate action from intention.
10. **People are always making the best choices available to them** — we all are doing the best we can with the history and the skills we have.
11. **If what you are doing is not working, do something else** — if you want something new, do something new.
12. **There is no failure, only feedback in life** — when we fail, look at it as growth and a point for new learning and growth.
13. **We are in charge of our mind** — so we are in charge of what we do with it.
14. **Always evaluate if what you want will hurt others** — all change needs to be ecologically sound for the entire map, not just yours.



Journal

31

*“You are the light of the world. Let your light shine before others.”*

— Jesus  
(Matthew 5:14)

**Meta Programs – Learning what motivates behavior**

The purpose of Meta Programs is to assist us in exploring where our values come from, and how our Meta Programs (the programs we use to process and interact with the world) affect our values and the decisions we make, and, ultimately, the behavior we choose. They also help us to become aware of how we are motivated. By becoming aware of what our Meta Programs are, we can develop better relationships with others and ourselves. The following questions are for the purpose of getting you to consider several different structural parts of your personality that are not always obvious. As you answer these questions, you will notice that Meta Programs are really the way we filter the world. Once you know yours by checking the answers on Page 97, you will be able to start to bridge with others. You do this by asking them the same question, and listen for their answers (their Meta Programs).

1. **Direction Sort:** How do you know it is time to buy a new car? \_\_\_\_\_  
\_\_\_\_\_
2. **Reason Sort:** Why are you following your present career?  
\_\_\_\_\_  
What are you choosing to do with your lifestyle? \_\_\_\_\_  
\_\_\_\_\_
3. **Frame of Reference:** How do you know when you’ve done a good job?  
\_\_\_\_\_
4. **Convincer (representational):** How do you know a co-worker is good at their job? \_\_\_\_\_  
\_\_\_\_\_
5. **Convincer (demonstration):** How often, for example, does a co-worker have to demonstrate competence to you before you are convinced? \_\_\_\_\_
6. **Action Level Sort:** When you come into a situation, do you usually act quickly after sizing it up, or do you do a detailed study of all the consequences, and then act? \_\_\_\_\_
7. **Chunk Size:** If we were going to do a project together, would you want to know all the details first, or the big picture first? \_\_\_\_\_
8. **Relationship Sort:** What is the relationship between what you are doing this year, and what you were doing last year?  
\_\_\_\_\_
9. **Modal Operator Sequence:** How did you get up this morning? \_\_\_\_\_  
\_\_\_\_\_ What did you say to yourself (can, must, have to, got to, want to, should, etc.)? \_\_\_\_\_



Journal

31

“How can one ever know anything if they are too busy thinking?”

— Buddha

Exploring the motivation direction filter

The Meta program we want to explore further is the motivation direction filter towards and away. The filter tells us the direction we can be motivated, which is either towards what we want (the correct approach) or away from what we want (the stuck approach).

People who are motivated by away (pain) are less likely to have the ability to make exciting goals, and learn to ask for what they want and know they can have it, and focus on what they don't want.

Let's evaluate what motivates you in the five life areas. Answer the following question for each of the below five areas.

I want \_\_\_\_\_ so that I can have \_\_\_\_\_

- 1. I want **money** so that I can have \_\_\_\_\_
- 2. I want a **career** so that I can have \_\_\_\_\_
- 3. I want a **relationship** so that I can have \_\_\_\_\_
- 4. I want **self-esteem** so that I can have \_\_\_\_\_
- 5. I want **health** so that I can have \_\_\_\_\_

Are you motivated by pain or pleasure?

If you are a pain person, I suggest that you look at how you can start to create new pictures in your head of what you want. Pleasure is what we all really want — no one really wants pain. We need to learn sometime how we can truly live without pain. By focusing on your directions in life, and learning NLP basic technologies, you can start to find more pain.



**Journal**

**31**

*“Nothing is good or bad. Thinking makes it so.”*

— Shakespeare

**Values**

Neuro-Linguistic Programming teaches that “Perception is projection.” We need to be careful of what and how we perceive ourselves. We can create labels in our minds, and project onto ourselves or another person, hence taking on the deficit. To avoid this, we must become aware of our own beliefs and values. Meta Programs will help us to know ourselves and others in relationships. People explore goals, however, few realize that what motivates our personal goals is our values. So, let’s explore what your values are in nine important components. In the chart below, fill in what is important to you about each value. I suggest you complete each section by answering the following: **What is important to me about (e.g., health) \_\_\_\_\_?**

Explore Your Values		
Health	Career	Family/Child
Money	Relationship/	Spiritual
Self	Community	Fun

**Values Hierarchy**

Once you have made your list, put a number beside each value to create your value hierarchy. List them in the order of importance to crosscheck with your WAVES, to ensure you are congruent.





## Softening the concern

In this step, we will start to loosen up the concern. NLP finds that people will store information in different spatial context in regard to how they store information in their heads. When we explore how we store an unwanted concern, and then how we store the desired state, we are in a position to soften the unwanted concern just by changing its context or position. NLP refers to the process of changing submodalities, which is part of the process of softening up the unwanted state. Submodalities refer to the way you store your memories. Is the movie clear, or is it dim? For example, think about something you love, then look at the submodality list on the next page, and answer the questions. Now do the same with a dislike. Do you see that the images are stored as different kinds of movies? **(Note: I recommend you use the submodality chart on Page 96.)**

**Steps to Softening Concern — Follow the steps in order, and practice.**

1. To do the softening, you will first need to bring to mind the unwanted concern (your challenge). It has to be said in the negative. For example, if you want a date, you may have stored the concern as, “I am not good enough.” Then, clearly indicate what the desired state is you want to have in place of the unwanted state (e.g., I am good enough).
2. You should have a clear picture of **what you do not want**, and **what you want**. You need to be clear that these are **two separate pictures**.
3. Let’s find out how you store the unwanted concerns. First, think about the concern, as quickly as you can, look at the sub-modality chart on Page 96, and check off the ones that are applicable to this concern.
4. Now pick something in the world you cannot tolerate, for example the smell of a skunk, or a fish sandwich. Repeat the process, and find the submodalities for it.
5. Picture your concern, and put the picture in the exact same submodalities as the unpleasant stimuli.
6. Before you move on, let’s test your progress. If you have switched the submodalities, the concern will not seem as intense, because you have put it far enough away that it is stored differently.
7. Next, let’s start programming for success. Bring to mind a very pleasant image (e.g., your child). Once you have this picture, find the submodalities for it.
8. Now, bring to mind what you want your desired state to be. Find the submodalities for this.
9. Once you have done this part, review what submodalities you checked for the pleasant image, and now put your desired state in the same position with all of the same pictures, sounds, and feelings as you did for your pleasant image in Step 7. Once you have done this, increase the intensity of the picture, sound, and feelings 1,000 times, to have a better image.
10. The desired state will now be feeling much more real, and a part of you.

Note: This is not supposed to do anything, except to change your focus, and loosen up your model of the world. For many, these 10 simple steps provide a very powerful path to new healthy states. I suggest you repeat the steps from 1 to 7 times before you move on.



# Journal

## 31

*“It is often easier to fight for principles than to live up to them.”*

— Adlai E. Stevenson, speech (1952)

### Explore how we make something a want

This is an exercise to teach you how our brain networks, and encodes our wants to become desires with motivation.

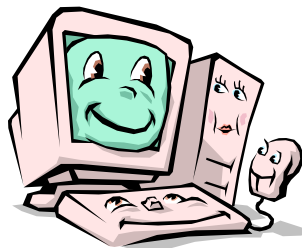
1. A. Think of something truly motivating.

\_\_\_\_\_  
\_\_\_\_\_

B. Think of something that is not fun.

\_\_\_\_\_  
\_\_\_\_\_

C. Imagine a screen in front of you, look at the motivating image, and then compare it to the “not fun” image. Notice the submodalities differences.



Notice the submodalities difference



2. Break state. Think gold, now. Ask yourself if you feel better. Go back to the fun image — Now!

3. Now notice the difference, going back to the submodality chart in Day 5. Notice how we store our desired wants differently than our “not-so-funs”!

I have found that this simple knowledge has a profound effect on how to improve and motivate ourselves to attain our life goals.



# Journal

## 31

*“I know only  
that what is  
moral is what  
you feel good  
after and what is  
immoral is what  
you feel bad  
after.”*

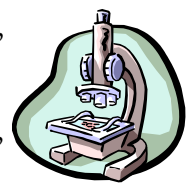
— Ernest  
Hemingway,  
*Death in the  
Afternoon*

### How to get motivated

The following six steps are designed to help you start to build your motivation for a particular goal. It will require your focus and action.

What is it you want to do? Lose weight, quit smoking? Whatever it is, do the following:

1. Desired thing you want to be motivated about?  
\_\_\_\_\_  
\_\_\_\_\_
2. Find a desire you are really motivated about, then find the submodalities for it.  
\_\_\_\_\_  
\_\_\_\_\_
3. Find the submodalities for the desired want.  
\_\_\_\_\_  
\_\_\_\_\_
4. Now change the submodalities of the desired want (motivation) to do the already established.  
\_\_\_\_\_  
\_\_\_\_\_
5. Multiply the intensity of the picture, sound, and feel by 100.
6. Repeat this exercise for 7 days, 3 times a day, and enjoy your new motivation.



**Note: Use this exercise to change *away* to *towards*.**



## Journal

## 31

*“The great and  
glorious  
masterpiece of  
man is to know  
how to live to  
purpose.”*

— Michel de  
Montaigne,  
Essays

## Keys to an achievable outcome

Learn and review the NLP keys to achievable outcome. When you want to attain a goal, the NLP achievable outcomes is an excellent tool to define what is possible. Begin by asking yourself: “How is it possible that I (they) don’t have it now?” Then run it through the nine steps to check it out.

1. Stated in the positive  
What specifically do you want?
2. Specify present situation.  
Where are you now? (Associated)
3. Specify outcome.  
What will you see, hear, feel, etc. when you have it?
  - As if now.
  - Make compelling.
  - Insert in future. Be sure future picture is dissociated. (See yourself in the outcome.)
4. Specify evidence procedure.  
How will you know when you have it?
5. Is it congruently desirable?  
What will this outcome get for you or allow you to do?
6. Is it self-initiated and self-maintained?  
Is it only for you?
7. Is it appropriately contextualized?  
Where, when, how, and with whom do you want it?
8. What resources are needed?  
What do you have now, and what do you need to get your outcome?
  - Have you ever had or done this before?
  - Do you know anyone who has?
  - Can you act as if you have it?
9. Is it ecological? (Is it safe for you and others?)
  - For what purpose do you want this?
  - What will you gain or lose if you have it?
  - What will happen if you get it?
  - What won’t happen if you get it?
  - What will happen if you don’t get it?
  - What won’t happen if you don’t get it?





## Journal

31

*“You can  
control my  
body, but you  
can’t control  
my mind.”*

Victor Frankl

**Well formedness conditions for Outcomes/Goals**

Another tool to help you define and clarify your desired outcomes is the seven statements below. I suggest you go through this process, and check to see that all of your desired outcomes meet the criteria which will help you increase your success. When making a goal, or working towards a goal use the seven NLP conditions for well formedness.

1. Stated in positive terms. 4
2. Initiated and maintained by client. 4
3. Specific sensory-based description of outcome and the steps needed to get there. 4
4. Ecological. 4
5. More than one way to get the outcome. 4
6. First step is specified and achievable. 4
7. Does it increase choice? 4

Neuro-linguistic Programming provides a very powerful method to take advantage of non-verbal communication, as well as strategies to communicate with an individual. Since the majority of communication is done through body language, the majority of communication occurs outside the conscious level. Most people pick up body language cues at an unconscious level, and then rely on words to communicate their desires. This section will provide an example of how you can develop rapport.



**Defining your main representation system**

Are you more likely to communicate using visual language, auditory, or kinesthetic? Find your main representational system, and learn those of others. It will enhance communications.

LIST OF PREDICATE PHRASES		
VISUAL	AUDITORY	KINESTHETIC
An eye-ful Appears to me Beyond a shadow of a doubt Bird's eye view Catch a glimpse of Clear cut Dim view Flashed on Get a perspective on Get a scope on	Afterthought Blabbermouth Clear as a bell Clearly expressed Call on Describe in detail Earful Give an account of Give me your ear Grant an audience	All washed up Boils down to Chip off the old block Come to grips with Control yourself Cool/calm/collected Firm foundations Get a handle on Get a load of this Get in touch with
If this LOOKS GOOD to you, we will go ahead and FOCUS on getting the paperwork in.	If this SOUNDS GOOD to you, we will go ahead and DISCUSS how to set up an account.	If this FEELS GOOD to you, we will go ahead and set up an account by HANDLING THE PAPERWORK.

**Favored representational systems**

**V — Visual.** People who are visual often stand or sit with their heads and/or bodies erect, with their eyes up. They will be breathing from the top of their lungs. They often sit forward in their chairs, and tend to be organized, neat, well-groomed and orderly. They memorize by seeing pictures, and are less distracted by noise. They often have trouble remembering verbal instructions, because their minds tend to wander. A visual person will be interested in how your program LOOKS. Appearances are important to them. They are often thin and wiry.

**A — Auditory.** People who are auditory will quite often move their eyes sideways. They breathe from the middle of their chest. They typically talk to themselves, and can be easily distracted by noise. (Some even move their lips when they talk to themselves.) They can repeat things back to you easily; they learn by listening; and usually like music and talking on the phone. They memorize by steps, procedures, and sequences (sequentially). The auditory person likes to be TOLD how they're doing, and responds to a certain tone of voice or set of words. They will be interested in what you have to say about your program.

**K — Kinesthetic.** People who are kinesthetic will typically be breathing from the bottom of their lungs, so you'll see their stomach go in and out when they breathe. They often move and talk ver-ry slooowly. They respond to physical rewards, and touching. They also stand closer to people than a visual person. They memorize by doing or walking through something. They will be interested in your program if it "feels right."

**A<sub>d</sub> — Auditory Digital.** This person will spend a fair amount of time talking to themselves. They will want to know if your program "makes sense." The auditory digital person can exhibit characteristics of the other major representational systems.



# Journal

## 31

*“There are two things to aim at in life: first, to get what you want; and, after that, to enjoy it. Only the wisest of mankind achieve the second.”*

— Logan Pearsall Smith, *Afterthoughts*




### Learning to use eye patterns

To assist you with building rapport with language, by telling you how to best communicate with others’ representational systems, Bandler and Grindler have developed a system based on how people move their eyes. What they discovered was that the eyes told a story of how a person accessed information. As you look at the figure below, you will see the visual accessing cues of a normally right handed person (note: if you are left handed, just flip the graphics — the Vr, Ar and Ai would be on the left side of the page, and the Vr, A, and Vi would be on the right).




What Bandler and Grindler have found is that where a person’s eyes move when answering a question tells what internal representation system they are using. They determined there are three primary systems that people choose from, **Visual**, **Auditory**, and **Kinetic** — and each person usually has a primary one which they use the most. Become aware of how they access information, and use it to enhance communication.

### Using NLP

**Visual Accessing Cues** (for a normally organized right hander)

		
Vc = visually constructed words	Ac = auditory constructed words (or sounds)	K = kinesthetic feelings

Creating part or all of what they are seeing or hearing.

		
Vr = visually remembered images	Ar = auditory remembrance	Ai = auditory internal dialogue — talking to themselves



## Journal

## 31

“Remember: try  
to laugh at  
yourself once in a  
while.  
Everybody else  
does.”

— Author  
unknown

## Matching Verbal Predicts

The next level is to match predicts. The words a person uses and their eye movements tell you what predicts to use to improve rapport. Neuro-Linguistic Programming teaches that you can help build rapport more effectively by interpreting internal and external information by working from the same modality, which is termed modeling the person’s internal representation system. It is also of value to note that an excellent way to improve communication is to match the person’s predicts, and to communicate through their primary modality.

## Examples of Matching Verbal Predicts:

Kinesthetic Matching:

JOHNNY: I feel I have no idea of who I am!

YOU: When was the last time you felt you knew who you were?

Visual Matching:

JOHNNY: I see no hope of passing school!

YOU: How long have you seen this picture?

Auditory Matching:

JOHNNY: I really do not know what you are talking about!

YOU: When you hear me speak. What do you find hard to understand?

As in the above example, you will notice that by matching the other person’s predicts (feel, seen, talking), you are modeling them, and working through their primary response system to increase rapport and communication.





## Journal

## 31

*“An ethical person ought to do more than he's required to do and less than he's allowed to do.”*

— Michael Josephson, quoted in Bill Moyers' *World of Ideas*

## Personal change technique — power of NLP, swish to new behaviors

The purpose of today's exercise is to provide you with a way to change your internal state when you want to — so to change your behavior.

Swish pattern is a technique that allows you to take your unwanted behavior, and switch it with a desired behavior. Stated below is an explanation of how you can use the technique. For example, if you do not like to read books, try this. Read all five steps first, then sit down, and *swish* yourself to a new internal state.

### Swish pattern

**Step 1** — Identify the behavior you want to change or add, then imagine the behavior in your mind's eye.

**Step 2** — Create a new picture of what you want, as if you made the desired change, and see yourself doing it.

**Step 3** — Pretend you are looking at a large movie screen, and make a big, bright picture of the unwanted behavior you want to change (e.g., not reading books). Now, in front of the unwanted picture, put on the screen the desired picture (reading books), and then shrink it down to the size of a black postage stamp, in the bottom left-hand corner of your screen. Not yet, but in a moment, be ready to take that small picture, and in less than a millisecond, have it blow up in size and brightness, and literally burst through the picture of the unwanted behavior, so you no longer can see that one. All you can see is the new picture, with all its excitement and rewards.



**Step 4** — OK, so are you ready to go? On a count of three, take the small picture, and enlarge it, so you can see only the new picture. Ready — 1-2-3 — **SWISH IT!**

**Step 5** — Now clear the picture, and start all over again from Step 1, repeating this pattern until the picture of the unwanted behavior disappears, to the point that you can no longer find it..

Note: *This is a powerful, user-friendly technique to create the pictures you want and deserve in your head. It will set you on the road to creating new behaviors.*



## Anchoring new behaviors

This technique is designed to help you condition the positive new behaviors that you want to obtain, whether they are through swish patterns, behavior assignments, using REBT, or self-talk. anchoring is based on stimulus response association. The more you do something, the stronger the conditioning. For example, if you like the Montréal Canadiens, you only need to see the visual picture of a part of the team to quickly have a good feeling. Positive anchors will do the same thing, though with anchoring you can choose what you want to program into your neurology. Thus, to feel good, you just need to set off your anchor.

## Creating positive anchors

The best way to anchor yourself is to first get into a highly emotional state through one of the above techniques or Choice Theory. Then, identify a positive anchor to associate with it, so when you set and fire off the anchor, you will get the feeling you want, when you want it. Literally put yourself into that state, which enables you to feel better, act better, and be aware of the positive anchor (e.g., middle knuckle, left middle finger).

When you are in the peak of your desired state, condition the anchor site over and over again until you have created a consistent positive “trigger.” For example, this could be done by tapping your hand, snapping your fingers, saying a certain word . . . repeating this action over and over again in the desired state, to the point that it is so conditioned that each time you want the desired state, you only need to fire off your trigger to attain it. We condition the state like one of Pavlov’s Puppies (bell-salivate-food).

**Step 1** — How you start to anchor yourself is to think about what you want to have (e.g., happiness). So, first think of a time when you were happy. When you feel, see or hear this happiness at its peak, touch the anchor (e.g., middle knuckle, left middle finger), and say, “Great!” Once you do this, you think of something neutral, and then find another happy thought. Repeat this process 8 to 10 times to really condition the anchor.

**Step 2** — Now, test your anchor — fire it off by touching the middle knuckle, left middle finger, and saying “Great!” If the anchor is in place, you will have the feeling of **happiness** come over you.

**Step 3** — Understand that anchors also can be negative — so be aware of old negative anchors, and replace them with new positive anchors. Anchoring is a positive tool, and takes practice.

Note: *Anchoring allows us to choose to create, and have, a desired internal state — when we want! You can use whatever you want for an anchor. What you need to do is to be focused, and associate the state to the anchor, so that firing the anchor will create the desired state.*



# Journal

## 31

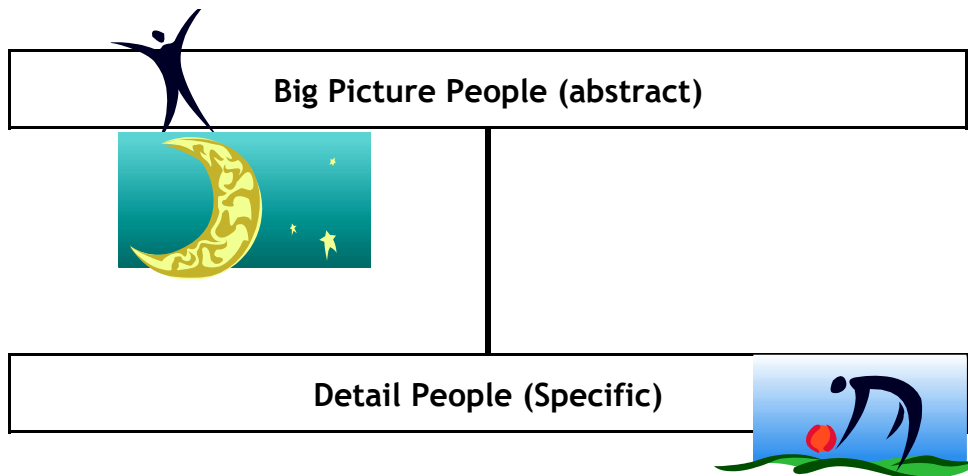
*“The worth of a thing is known by its want.”*

—Thomas D’Urfey, *Quixote*

### Learning how you process the world

Some people like details. Some like the big picture!

When you communicate with people, listen to what their style is, though you first need to know yours. Matching other people’s styles will enhance communication.



Remember, we all want communication through our preferences. If you are very detailed, it is important to explain to people that you would prefer a lot of detail. If you are a big picture person, it is important that you are aware of their needs as well. By knowing this, you will increase communication and patience. The Edge Motivation Measure in Appendix A will help you learn how people are motivated.



## Journal

## 31

*“A skeptic is a person who, when he sees the handwriting on the wall, claims it is a forgery.”*

—Morris Bender

## Learning to listen and hear

Being aware of distractions can lead you to focus on meta communication (communication about communication). People have communication difficulties usually because one person is focused on the **content dimension** (e.g., wife says to husband, “You are late for work”) and husband is focused on the **relational dimension** (e.g., the wife’s body language and words are directed at him, and he responds with a comment such as, “you don’t understand how hard my job is”). Since this is common, you will benefit by understanding that from a meta communication view, in any conversation, when one party focuses on content, and the other on relational dimensions, there are likely to be difficulties. You need to match the other person’s communication position to build rapport and move on. For a breakdown:

WIFE: You are late. (content)

HUSBAND: You don’t understand. (relational)

WIFE: I hear you say I don’t understand. Can you tell me how I do this?  
(matches and responds in relational context)

This will help lower and deflect the husband’s anxiety, and will also help the wife strengthen the relationship with her spouse by building more common ground. Good communication involves understanding that listening is not only important, but understanding that what the person is sending may be received in a completely different context than it was intended.





## Journal

### 31

*“I may not be better than other people, but at least I’m different.”*

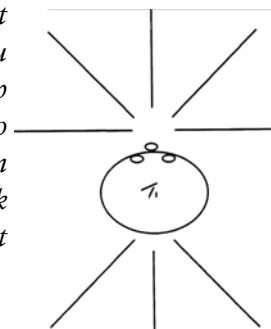
— French philosopher Rousseau

## Defining your timeline

People are either very attentive to time, and well organized (called *through* time), or they are not focused on time at all (called *in* time). By finding your timeline, you will be able to benefit from the exercise in Day 18.

Tad James teaches the following statement to help an individual define their timeline:

*If I were to ask your unconscious mind where your past is, and where your future is, I have an idea that you might say, it’s from right to left, or front to back, or up to down, or in some direction from you in relation to your body. And it’s not your conscious concept that I’m interested in, it’s your unconscious. So, if I were to ask your unconscious mind, “Where’s your past?” to what direction would you point?*





## Journal

## 31

*“When you  
aim for  
perfection, you  
discover it’s a  
moving target.”*

— George  
Fisher

**Using timeline therapy**

Timeline therapy is a very powerful technology. As a Master Practitioner of Timeline Therapy, I have seen what it can do to help people quickly and easily overcome obstacles. In this section, we are going to use a simple timeline exercise to overcome minor life anxieties. The first step is to bring to mind your timeline, and notice from past to future implies it is on a line.

At times, we all feel overwhelmed, and even distracted by a life event, but by understanding the power of mental focus, you can easily overcome personal doubts. In the field of mental coaching, we have learned that stress and anxiety, if not controlled, can affect your mind, and decrease your performance abilities. The following technique, which is a good one to know just in case you have an “Oh my! What can I do” situation to overcome, is based on a Temporal Time metaphor.

**Getting past what you perceive as a challenging event**

- Step 1. Close your eyes, and think about where you are right now, and notice your anxiety.
- Step 2. In your mind’s eye, go out to a point of five minutes after you have successfully completed the life change for your desired outcome. Now, turn around, and look to now — and ask yourself where is the anxiety now? Or has it disappeared?
- Step 3. Come back to *now*, look out towards the future, and notice if you can have any anxiety now, or has it disappeared.

\*Repeat steps 1, 2, and 3 quickly, until the anxiety is gone. It may take 1-15 times, but no matter how many, the anxiety will usually be gone.



## Journal

## 31

*“Creative*

*minds are like*

*parachutes —*

*they work only*

*when they are*

*open.”*

—Anonymous

## Building rapport

1. **Work from the other’s modalities.** One element of rapport is how fast people move. Their speed has to do with how well they process information — whether they process it **visually** (very fast), **auditorially** (fast), or **kinesthetically** (not as fast). Observe what their speed is, and once you know it, simply be mindful, and match it.
2. **Mirroring/Matching.** A second element of rapport is physical mirroring/matching of the individual’s physiology. Actually physically copying their posture, facial expressions, hand gestures and movements, and their eye blinking will cause their body to say subconsciously to their mind, “Hey, they are like me; I like them!”
3. **Voice and favorite words.** A third element is to match their voice: the tone, tempo, timbre (quality of the voice), and the volume. You can also match their key words (the words they use often, such as, “What if”).
4. **Breathing.** A fourth element is to match their breathing, actually pace someone’s breathing by breathing at exactly the same time as they do — matching the in and out breath.
5. **Chunk size.** A fifth element is to return information to the person in the size or content in which they speak. For example, if a person provides a lot of information at one time, match them back with detailed information.
6. **Anchoring.** Anchoring is the technique of conditioning the mind to respond in a particular way, so that it will subconsciously generate a frame of mind or manner of thinking. Simply stated, the process can be done by touching a spot on the body (e.g., thumb, finger, arm), or saying a word or words (e.g., sold!). By repeatedly touching the same part, or saying the same word or phrase in a similar situation, it will create an “anchor” that is associated with the desired action. Soon, you will be able to generate the desired train of thought or action by triggering the anchor (touching the spot, or saying the key words).



Journal

31

*“No amount of  
manifest  
absurdity . . .  
could deter  
those who  
wanted to  
believe from  
believing.”*

— Bernard  
Levin,  
*The Pendulum  
Years*

Questions move us; statements stop us!

I find many of us make statements in our head that limit our potential and beliefs. I recommend that you ask yourself questions. It will help move you, so you can find possibilities versus roadblocks.

- 1. Life challenge — state what is a challenge. Rate it on a scale of 1 (low) to 10 (high)

\_\_\_\_\_

\_\_\_\_\_

- 2. Ask yourself: What can I do?.

When can I do it?

Where can I do it?

How will I do it:

What if I do not do it?

Who can teach me to do it more easily?

Why would I do it?

What else could it mean?

- 3. Re-evaluate the concern on the scale of 1-10. \_\_\_\_\_

- 4. Repeat the questions until you have moved the concern towards possibility, solutions, and actions.





Journal

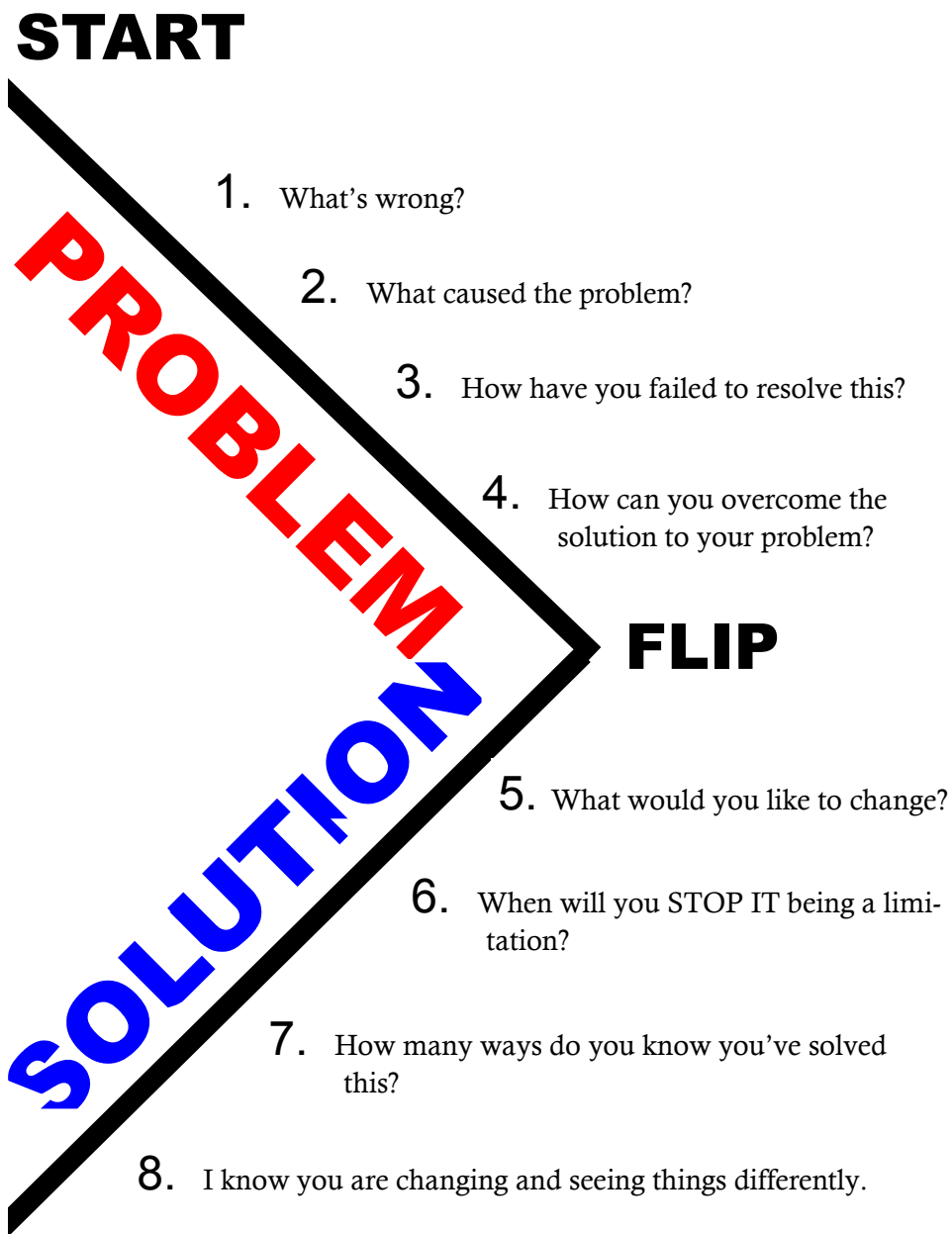
31

*“I find the great thing in this world is not so much where we stand, as in what direction we are moving.”*

— Oliver Wendell Holmes, Sr., *The Autocrat of the Breakfast-Table*

Using James’ Meta Model III to solve a problem

Directed questioning to produce a specific result. (This is only an example of Tad James’ Meta Model III). When you have a life challenge, the following questions many times will be effective in getting you on the right track. If you want, you could have your spouse or trusted friend read them to you, and do the exercise with you.



**CONFIRM**

Repeat until the concern is a solution or a path to one.



Journal

31

“Everyone  
believes very  
easily whatever  
he fears or  
desires.”  
— Jean de La  
Fontaine,  
*Fables*

Become aware of your language

The words we use have pictures and emotions attached. Become aware of your language, and start to use the **right** side, and create **success language**, which will lead to **success results**.

Modal Operators	
AVOID	CHOOSE
<p><b>Negative Necessity</b></p> <p>Doesn't allow Don't have to Got to not It's not time Must not Not Necessary Ought Not Shouldn't Supposed not to</p> <p><b>Improbability</b></p> <p>Couldn't Don't dare to Don't Deserve Don't let Don't prefer Don't pretend Don't wish Had better not May Not Might not Wouldn't</p> <p><b>Impossibility</b></p> <p>Am not Can't Doesn't permit Don't Choose to Don't Decide Don't Intend Impossible Try not Unable to Won't</p>	<p><b>Necessity</b></p> <p>Allow Got to Have to It's time Must Necessary Need to Ought to Should Supposed to</p> <p><b>Probability</b></p> <p>Could Dare to Deserve Had better Let May Might Prefer Pretend Wish Would</p> <p><b>Possibility</b></p> <p>Able to Am Can Choose to Decide Do Intend It is possible Permit Try</p>



## Journal

## 31

*“The reward  
for work well  
done is the  
opportunity to  
do more.”*

— Jonas Salk,  
M.D.

**How to start to create a new behavior**

The key to change is the process of allowing any new choice to become a habit (unconscious). However, before you can create any new habit, you need to begin. Below is a seven-step model for beginning a new behavior.

- Step 1** — Be in a relaxed place. Imagine yourself in a magic bubble that separates you from the world. On the outside you see yourself — we will call this the Experimental Learner, who will do the exercise while you watch.
- Step 2** — Think of something that you want to be able to do, a new behavior you want to be able to incorporate into your life.
- Step 3** — Now see all the benefits of the new behavior. For example, exercise how will this help you. Be clear. See, learn, and feel the benefits.
- Step 4** — Now see the experimental learner on the outside of the bubble doing the behavior. Listen to what the other person is saying as they enjoy the behavior. See how proud and confident they are.
- Step 5** — Because the exercise is for correcting behavior, ensure your conscious mind and unconscious mind work together to allow the experimental learner to have pure joy.
- Step 6** — On the count of three, let the bubble fall away, and allow the experimental learning with all of its insight to fully be drawn into yourself, and fully integrate the new behavior.
- Step 7** — Before you leave the scene of this new insight, make a plan in writing of when will you start the new behavior. Be specific as to time, date, location. Keep the insight; it is now yours.



Journal

31

“Books are the quietest and most constant of friends; they are the most accessible and wisest of counselors, and the most patient of teachers.”

— Charles W. Eliot, *The Durable Satisfactions of Life*

Determine where you are going

I once learned a statement that if you are not careful in choosing where you are going in life, anywhere you end up is probably not where you wanted to be, meaning that too many of us leave life to hope and chance. The key to attaining life goals is to focus on what you want. This exercise is intended to help you find this focus.

**Step 1** — As a child, we all had dreams of who we wanted to be. Think back of who you dreamed you were going to be when you grew up. Focus only on the good dreams; that is where insight is.

**Step 2** — Our bodies grow at an exceptional speed. When you were young, your imagination grew as well. From the picture you are remembering, what are the learnings you have for this child’s dreams? Notice you had no borders, limits or blocks.

**Step 3** — Taking this child’s insight and abilities, make a clear plan of where you are going. The key to a future is to first be clear on what you want; see it, and know it is possible. We can create what we want, and have the ability to learn all we need to.

**Step 4** — I am going to \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(Complete the sentence. Set no limits and borders, and know that you can be a child and dream.)





# Journal

## 31

*“The shortest distance*

*between two*

*points is under*

*construction.”*

— Noelle Alito

### Find what fuels your passion

Too many of us miss the boat of life because we do not listen to our passions. Passion is who we are, and what fuels us. I encourage you to be all you can be, and believe in who you want to be. As long as your passion is not hurtful to others or yourself, I encourage you to go for it! My point is that life is much more fulfilling when we have juice running in our veins.

**Step 1** — What do you love so much that you would pay to do it?

---

---

**Step 2** — If I gave you a million dollars, what would you do?

---

---

---

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**Step 3** — Find role models you want to be like who have the same passion as you. Pay close attention to what they say, do and think?

**Step 4** — Once you know your passion, keep focusing on it over and over until it is fully a part of your everyday life.

*Follow the Edison Law — there is no failure, only a new opportunity.*



# Journal

## 31

*“If you never  
did, you should.  
These things are  
fun, and fun is  
good.”*

— Dr. Seuss

### Know your principles

It is important to ensure that our passions are also congruent with our principles. In the section below, start to explore your life principles.

**Step 1** — Think of your main desired goals, and list the top five.

1.	
2.	
3.	
4.	
5.	

**Step 2** — Now ask yourself what are the principles that drive your system for your five top goals. Principles are what encapsulate our values. They are the guidelines which we live by.

	My 5 Life Principles
1.	
2.	
3.	
4.	
5.	

**Step 3** — Principles are the core guidelines which determine who we are as a person. When we have clear principles that are in line with our goals, we are able to be congruent and successful. Compare your main goals to your main principles.



## Journal

## 31

*“When I hear  
somebody sigh  
that, ‘Life is  
hard,’ I am  
always tempted  
to ask,  
‘Compared to  
what?’ ”*

— Sydney J.  
Harris

## Power of Reframing

Words are the way we process the world and life. In this section, when you come across a situation, and the words in your head are not helping you be who you want to be, or have what you want, practice the power of reframing.

Have you had a situation where you were frustrated as a person?

Reframing is taking a situation, and stating it in a way that is more effective for your system, in that you say the event in a positive manner.

Example: *“I never get what I want in life.”*

Reframe: *“Life is challenging, and takes constant focus and the willingness to learn from our challenges.”*

Practice reframing daily, and see how you will start to look for the positive and learning, avoiding the pain.

A reframe can truly change the entire picture from one of non-acceptance to one of understanding.



Journal

31

“My suspicion is that the universe is not only queerer than we suppose, but queerer than we can suppose.”

Imprinting success

Believing we can be who we want to be is a challenge for some. In the process outlined below, we will start to **train your** brain to become who you want to be, through the powers of repetition and practice. In NLP, using a positive image, and focusing on it long enough, the brain will incorporate and accept it.

Step 1 — Who do you want to be in life?

Four horizontal lines for writing the answer to Step 1.

Step 2 — Create an image of who you want to be, what you would be doing, thinking, and feeling. Some may want to draw a picture with a narrative.

Four horizontal lines for writing the answer to Step 2.

Step 3 — When we think of what we want on a daily basis, and believe in what we are creating, our brain will imprint the image.

The power of focus will imprint in our brain what we want. I believe what both NLP and Hawkins teach, that what we think is what we will create. For proof, read Napoleon Hill’s *Think and Grow Rich*.





Journal

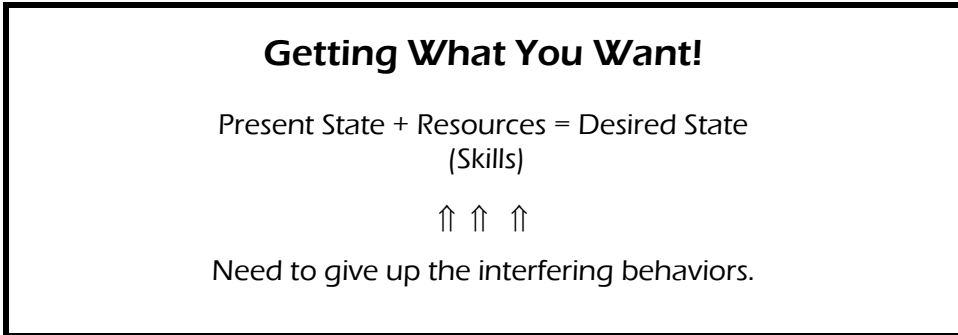
31

“The best mirror is an old friend.”

— George Herbert

Getting what you want

Since many people are not aware that their present behavior is (in many instances) the main culprit in preventing them from obtaining what they really want (their goals in life), the graphic below provides a model to help you look at how to help you get what you really want. The Dilts’ model works on exploring your present state and the skills you have available.



The main concept is to find out what your present state is, then determine, through asking, what you would like the outcome to be. Once you have defined your outcome (goal), review the skills you have available. In many cases, it is not that you will need to learn a new skill, it may be as simple as what behavior(s) you will need to give up so a more effective skill can be chosen.

1. State something you want in your life.  
\_\_\_\_\_
2. What is your present state in regard to this want?  
\_\_\_\_\_
3. What resources do you have to get this want?  
\_\_\_\_\_  
\_\_\_\_\_
4. What will you have to give up (e.g., overeating) to get your want?  
\_\_\_\_\_
5. What will the outcome be when you do the above?  
\_\_\_\_\_  
\_\_\_\_\_



# Journal

## 31

*“Remember: try to laugh at yourself once in a while. Everybody else does.”*

— Author unknown

### Four key tips for success

We all have things we want in life — things we need, and we all live in the present, and only our present action can create our future. Four tips for success are:

1. Know your outcome— what you want to have. Have it in writing, and measure it.
2. Take action — inch by inch, life is a cinch.
3. Be aware of where you are at all times — journaling is like an autopilot. It keeps you on course.
4. Have behavioral flexibility — like Sam-I-Am in Dr. Seuss’ *Green Eggs and Ham*, avoid judging, and look for opportunities.





# Journal

## 31

*“One must  
think like a hero  
to behave like a  
merely decent  
human being.”*

-- May Sarton

## Day 31

## Active Daily Change Activity

### How words affect your physiology

As we move through life, NLP teaches that the way we carry our body will influence our physiology, which in turn will impact on our state (emotions).

- ◆ Body tilt
- ◆ Posture
- ◆ Facial Expression
- ◆ Breathing
- ◆ Walking speed

Anthony Robbins teaches that people who have great body position can create a healthy physiology. As we have discussed, a healthy physiology will have a huge influence on your ability to perform more effectively in life. No matter what happens in life, you can control how you carry your body.

Let's test Anthony Robbins' theory.

1. Go outside, and as you walk, put a frown on your face, walk slowly, with your head down, and do this for the first quarter mile. Record your results.
2. STOP. Walk away from this spot for another quarter mile with a confident stride, head up, with a huge smile on your face, and shoulders back.
3. Now compare the outcomes. Which felt better?

The walk of energy and bounce also will help you to continue to create positive emotions. Walk with a smile, for as Tracy teaches, it takes 13 muscles to smile, and over 100 to frown. So save some energy for life, and smile.



## Using Submodalities to Soften Concerns (Re: Page 42)

VISUAL	Concern	Unpleasant Stimuli	Favorite Stimuli	Desired State
Black/white or color?				
Near or Far?				
Bright or Dim?				
Location?				
Size of picture?				
Associated/				
Focused/Defocused?				
Focus (changing or				
Framed or				
Movie or Still?				
Movie – fast/				
Amount of contrast?				
3D or Flat?				
Angle viewed from?				
Number of pictures?				
AUDITORY	Concern	Unpleasant Stimuli	Favorite Stimuli	Desired State
Location?				
Direction?				
Internal or External?				
Loud or soft?				
Fast or Slow?				
High or Low (pitch)?				
Tonality?				
Rhythm?				
Pauses?				
Duration?				
Uniqueness of Sound?				
KINESTHETIC	Concern	Unpleasant Stimuli	Favorite Stimuli	Desired State
Location?				
Size?				
Shape?				
Intensity Steady?				
Movement?				
Vibration?				
Pressure/Heat?				
Weight?				
Duration?				



## Answer Key to Meta Programs on Page 36:

1. **Direction Sort** — Defines if you are motivated by the stick (*away*) or carrot (*towards*), e.g., buying a new car to get away from bills is *away* from. Buying a new car because you look forward to the rewards of a new car is *towards*. This is a very important meta program. I believe we should try to be motivated by *towards* thinking.
2. **Reason Sort** — Defines if you are motivated by possibilities (e.g., modulate operators such as *can, will*) or by necessity (e.g., modulate operators such as *must, have*) or a combination of both. I believe when we are motivated by possibility language we have a better chance to be motivated towards what we want — then reacting to perceived fears.
3. **Frame of Reference** — Locus of Control: Internal (e.g., tell yourself) or External (e.g., others tell you)
4. & 5. **Convincer** — The above number may be a predictor of how many times you would need to do something before you could believe you are OK.
6. **Action level Sort** — To determine if you are reactive (want) or proactive (look for solutions before problems happen). People who think things out usually do not over-react, and create undo stress for themselves or others.
7. **Chunk Size** — You learn through small details or big chunks of information.
8. **Relating Sort** — Do you look at things as being the same, or do you look for the differences? People who always look for differences may find themselves mismatching others, and having a hard time fitting in.
9. **Modal Operator Sequence** — A word with which you can motivate yourself. You can create your own self-statements, or get going at a task by using your modal operator, e.g., “*It’s time* to get happy.”

How we structure the world will have bearing on how we view and interact in the world. Our meta programs will influence our values, which will influence our beliefs, which directly provide the push for the behavior we choose. Being aware of how we process contact will help us create healthy values which lead to healthy behaviors.

We all filter the world through these programs. Once you know how to recognize them in yourself and others, you will be able to become a great communicator, and tune into the way others are processing the world. When we communicate through another’s meta program, communication becomes easy.

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# APPENDIX

## MOTIVATION Edge Motivation Measure

The key to motivation is understanding its origin, so the purpose of this measure is to have you define how you get motivated. The format that will be used is based on a self-evaluation of two choices. The objective of each question is for you to have a method of quickly evaluating yourself or prospects. We will have you define ten variables that will influence and predict how to increase your motivation, or that of others. I suggest that once you do this for yourself, memorize these ten subject areas. They will prove invaluable when working in any type of human interaction.

In the following section, please check the statement that best describes how you are motivated.

1. Carrot or Stick. The purpose here is to determine if you are motivated through the potential of reward, or by the potential for loss. This is a really interesting measure, because many of us do not pay attention to this variable.	
	A. I am motivated to go out daily, and obtain my dream because of what I see possible. I am excited and prepared when I see potential.
	B. I am motivated to take action out of fear of losing. I need to have this pressure to get going. I procrastinate, and leave things to the last minute.
2. The language we use in our heads will often determine how we view the world. Out of the science of Neuro-Linguistic Programming, the study of language has been broken down to specific measures. One part of language is called Modal Operators. There are two kinds: necessity and possibility. Modal operators of necessity are not the most effective motivators; they drain us. Notice the tone of voice we use, and how annoying it is when we use language such as <i>should do</i> and <i>have to</i> . Modal operators of possibility are the most effective motivators. They use powerful language such as <i>I can</i> and <i>I must</i> . Notice how much more powerful and confident this sounds in your head.	
	A. I <i>have</i> to sell today, or I will not make it. I <i>should</i> want to do this!
	B. I <i>know</i> I can sell today. To be successful, I <i>must</i> be consistent, and do the little things daily!
3. There are people who are motivated to not want to do a task closer to their ultimate goal.	
	A. I see how much I do not like a task, and thinking about it unmotivates me, for example, the pair of cold calls by phone.
	B. I think how much I will have attained for my daily objective once I do this task.

<p>4. Defining your work style, and how you get motivated to do work. At work, some people are always looking ahead, anticipating what is possible. They do not need to be told, they are very proactive. On the other end of the continuum is the reactive person, who waits around for others, and reacts to what the environment gives them. They are what we call reactive people</p>	
	A. I look forward, and see what is possible. I am confident of what I can do, so I just do it.
	B. I wait until I get my sign from others, or until something happens that basically makes me take action and react.
<p>5. Like the carrot and stick, what language do you use in your head? Are you motivated by <i>towards</i> motivation, which is looking towards the future for pleasure, and how to increase it? Other people are motivated by <i>away</i> motivation, meaning they want to experience the least amount of pain, e.g., they buy a new car to avoid breakdowns.</p>	
	A. I like to buy a new car because I enjoy the pleasure of a new car.
	B. I buy a new car to avoid paying for expensive repairs.
<p>6. People often get motivated by how they receive information. Some like to obtain information in very general terms. Details bore them, and turn them off; they want the big picture. Then there are people who become motivated when they hear all the small details, and start to put them together. The big picture people are what we call general information types, and the specific people are the detail types.</p>	
	A. When someone is explaining something to me, I enjoy having them give me the big picture.
	B. When a peer is telling me a story, I want all the specific details.
<p>7. In working with people, I have found that there are right-brain people who are highly creative, and left-brain people who are very structured. The important point for motivation is to understand that the creative person is motivated when given the options to choose and invent as they go. They do not like following set scripts. The procedural person is what I call the left brainers. They want structure, and they like to follow a set routine.</p>	
	A. I like to create as I go, and not have to do my job the same way every time. I do not like structure.
	B. I like structure, scripts, and set routine. I feel comfortable with a system, and follow it.
<p>8. What motivates people? One important factor is Locus of Control. This refers to internal people vs. external people. Internal people believe they know what they need to do, and know they can. They provide their own support system for checks and balances. Externally motivated people need others to tell them what is possible. They need a lot of outside feedback.</p>	
	A. I know myself when I do good work.
	B. I need others to tell me when I do good work.

<p>9. People often are motivated to be liked by others. This type of person likes to look for the similarities in people; they are called matchers. Other people are motivated by always finding and noticing differences; they are the mismatches. They are hard to work with, because they can always find a concern. They do this as a way to motivate themselves to continue working, because they think they are helpful. Unfortunately, they are the hardest to deal with when they are intense mismatches.</p>	
	A. I look for what is alike, and try to find agreement.
	B. I do not always agree with others. Very often I disagree, and can find a difference.
<p>10. Working as part of a team, there are three work styles: Independent people enjoy working alone. Proximity people are dependent, and like to work around others. Co-operative people like to work side by side with others.</p>	
	A. I like working alone on my projects.
	B. I like having my individuality on a project, though I like to have others working around me.
	C. I like being a part of a team, and doing our work together.

## Answer Sheet

Compare your checked responses to this sheet.

1. A. Motivated by reward.  
B. Motivated by pain.
2. A. Motivated by modal operator of possibility.  
B. Motivated by modal operator of necessity.
3. A. Motivated to avoid pain they predict a task will bring.  
B. Motivated by the rewards of seeing the task completed.
4. A. Motivated by being proactive and forward thinking.  
B. Motivated to react to what occurs in their environment.
5. A. Motivated by looking toward possibilities of pleasure.  
B. Motivated by moving away from potential pain.
6. A. Motivated when they learn the big picture.  
B. Motivated by knowing all the specific details.
7. A. Motivated when allowed to be creative.  
B. Motivated when there is a set structure.
8. A. Motivated by what they say and do by themselves, for themselves.  
B. Motivated by what they hear from others.
9. A. Motivated to see similarities in others.  
B. Motivated to see differences in others and situations.
10. A. Motivated to work alone.  
B. Motivated to work alone, with others around.  
C. Motivated to work as part of a team

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