

## "NLP has given me an extra day each week"

If you ask Richard Duggal how he uses NLP in his work, he'll tell you, "I'm never not using it. Wherever there's communication, there's NLP." Like many sales professionals, Duggal had experienced many different kinds of training before he started at NLP Canada Training, Inc. What made NLP different? Richard tells a story in reply.

"I used to have a terrible time with Mondays," he says. "Monday was always my worst day of the week. When I took my practitioner training, I did an edit on being more productive on Mondays. The very next Monday, I had a great day. That effect has lasted for three years. It's as if NLP has given me an extra day every week." The story highlights the three key aspects of applying NLP training in the workplace: it works; it "sticks" and it drives success.

Over the past three years, Duggal has built his career in real estate to the point where he has a team of professionals working with him and is often the number one representative in the country for his broker. By anyone's standards, he has achieved exemplary success. Most importantly, perhaps, he is someone who is glad to see Monday morning and who thoroughly enjoys his work. In an interview, Duggal shared his thoughts on how NLP has been thoroughly and seamlessly integrated into every aspect of how he does business.

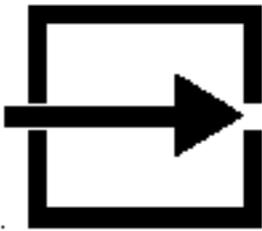
Duggal's workday begins at the gym. "I use the time there to set my states for the day. I think about my schedule and identify the optimal state for each of the different things I will be doing. For instance, while at the gym, I want my state to be that of a top athlete or elite soldier in training." As he moves through his day, Duggal might want to be relaxed and inspired during his drive to work, or intensely curious as he uncovers key information about a prospect. By identifying these states, Duggal makes it more likely that he will be in the best position to deal with all parts of his day.

When he arrives at the office, Duggal finds an environment that is structured to support his goals and

outcomes. Does he have more control over his workplace than other people do? Duggal denies this. "Anyone can create a workspace that reminds him of his outcomes and supports him. It's a matter of using whatever tools you have—music, pictures, your computer wallpaper—to make it easy to stay focused on what you are working towards achieving." Even in his own industry, when Duggal talks like this, "it's like speaking a foreign language." Most people simply do not understand why it is important to create space around them that makes it easier for them to achieve their optimal states at any given moment.

As his day progresses, Duggal uses a range of NLP techniques to stay focused on his outcomes for each encounter. Whether he is meeting with his team or prospecting for new clients, he always knows what he's trying to accomplish. His rapport skills in matching, mirroring and pacing are important. More important is his ability to relate each encounter to his outcome. For instance, Duggal relishes the moments when he gets people on the phone who are a challenge. Staying focused on his own outcome allows him to maintain his state while pacing their states. Sometimes he ends up with a new client. Sometimes, he makes someone feel that he has listened respectfully. In both events, he knows he has managed his own state and his environment in a way that moves him closer to his outcomes.

Being able to move ahead in situations that drive other agents away from the telephone is one way that NLP is woven into Duggal's success. What is remarkable is Duggal's conviction that setting an outcome actually drives its manifestation in real, practical terms. He tells a story about showing Ben Waldman his new office. When Ben asked about several empty workstations, Duggal said that he



# On the Scene at NLPCT

## The Edit/or Metaphor by Dr. Linda Ferguson

What's it like when everyone in your workplace is always using NLP? Some of you have no doubt watched our team at work and wished you could be a fly on the wall at one of our business meetings. Who sets the outcomes and leads the others when everyone in the room has integrated NLP patterns? Here's a sneak peak inside the walls.

Recently, we sat down with Mike and Heather Mandel to launch a new one-day course, "A Day with Mike Mandel." What would a smart fly have seen? Linda and Heather fell into almost instant rapport (or did they do it deliberately?), matching gestures, postures and voice tones. Mike and Chris and Ben opened and closed and swirled through multiple hypnotic loops. There was lots of laughter.

What were we doing as we moved through this complicated rapport dance? Ideas were put on the table, changed and exchanged, sometimes collaboratively, and sometimes with a deliberate sense of ownership. Everyone was calibrating for congruence, that magic place where the common good and the individual good come together.

Now imagine that fly is not just observing and listening, but is kinaesthetically aware when one of us slides into second position with another, knowing the difference between the interplay between husband and wife, between partners, between team-mates. Notice through second position shifts the state management that goes on as one person filters a headache, another lets go of a rushed start. Not only is there a lot going on around the table, but most of it is being tracked by at least two or three people simultaneously.

What is the difference between working with NLP and working without it? Throughout everything we do, from financial management to sales to product development, our experience is multi-layered. We not only think about content and context; we experience our work consciously and unconsciously, in our minds and in our physiology. When we imagine, we imagine in our own three rep systems, and then in those of our partners.

NLP at work: richer relationships, more effective performance and the joy of watching as each piece slides into the puzzle and clicks into place.

*A Day with  
Mike Mandel*

*take a "trance"  
with this new one-  
day course*

*June 5, 2004*

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## An extra day (cont'd from page 1)

just was not yet ready to hire. Ben ran a quick edit. Three weeks later, Duggal invited Ben back. This time, all the seats were filled. Duggal says that filling them never became an overwhelming priority for him, and certainly did not interrupt the rest of his work flow. It just seemed to happen, completely naturally. Experiences like this have convinced Duggal that outcomes not only keep him focused; they quite practically manifest themselves in his life.

Duggal also uses NLP to help other people move forward faster. Modeling techniques allow him to train a new recruit to prospect on the phone as well as a long-time professional. Within a few hours, he can give a trainee a whole new access to success. "It can take years for people to begin to use the phone effectively. The NLP modeling process gives trainees access to information they need, but would not normally know they needed. As they model my experience and my process, they get better so much faster." Duggal also uses modeling consistently to add to his own skill set. "Sometimes, I'll just match vocal

patterns or a particular kind of language. Currently, I'm working on the way I use stories in my sales process. As soon as I notice someone doing something effective, I know I can go to work on doing it myself."

Applying NLP to business processes allows Duggal and his team to sell client homes more quickly than the market average. Word has gotten around, and clients who have failed to sell their homes with other agents now call Duggal's team. He is frequently asked to speak to agents about the use of multiple perceptual positions to identify what would attract a buyer to a particular home.

Richard Duggal likes moving through his day. He is confident that he has the resources to make the most of every experience, at work and at home. Great things happen for him and the people he influences. Suddenly, they find themselves making better choices. One coworker has quit smoking; a member of his staff has started to go to the gym more often. Richard knows that NLP makes him and his team more positive, more energized, more ready for Monday morning.

# Coach's Corner

by NLPCT President, Ben Waldman

In our NLP training sessions we often speak of how John Grinder and Richard Bandler opened the field of NLP by modeling Fritz Perls, Virginia Satir and Milton Erickson. John and Richard continued their modeling strategies working with various individuals who excelled in many diverse fields to verify that NLP Techniques are not bound strictly to clinical therapy.

I have had the privilege of working with a wide variety of students and clients from all walks of life and it is always a great treat to learn of the many ways in which they apply NLP to enhance the experience of their lives.

I have coached one individual who works in the sales field and uses NLP skills as the fundamental guide with which to achieve both corporate and personal outcomes. The other day, I watched Richard Duggal as he made a few phone calls to potential clients.

Richard enters into his optimal state by standing up when using the phone for canvassing potential clients; he has his notes on a raised pedestal which allows him to access information that may be required while keeping his audio calibration senses fully alert. He does a quick double check of beliefs and confirms outcome formation with a nod of his head. The first matter of business is to address the intent of his communication, clearly and precisely. His rate of breathing shifts and one become aware of the mirroring as his voice tone changes while he establishes rapport.

On at least two different occasions during his communication, Richard took time to confirm that information had been received. He masterfully employed metaphors to reframe situations and show his clients how they could achieve their outcomes by working with him. An appointment was set and confirmed in less than five minutes.

How is NLP working for you?



# Let me tell you a story

Linda Ferguson reviews

Tales for Coaching by Margaret Parkin

In the tradition of Mary Poppins, Margaret Parkin offers a book about telling stories in business situations that is clear, sensible and useful. The "tales" included here come from sources that range from Aesop to Milton Erickson. Without exception they are short, easy to remember and easy to tell.

The first third of the book is dedicated to an exploration of how storytelling can be used in coaching. On the one hand, Parkin presents storytelling as a sensible and pleasant method of enhancing learning. On the other, she presents the worry of some that telling traditional stories "can be perceived as involving risk for the teller." In between, she offers some basic suggestions for minimizing the risk and understanding the relationship between storytelling and NLP patterns.

Although Parkin gives the nod to NLP and includes a story from Milton Erickson, her own suggestions for discussion show a basic distrust of leaving the unconscious mind to facilitate new behaviours. Many of the stories have an explicit 'moral' and all become moralized in the "Reflection" section that follows each tale. It's unlikely that New Code adherents will find this persuasive as an NLP approach to either stories or coaching.

However, Parkin is scrupulous about acknowledging the source of each story. This is not only refreshing within the NLP community; it is an essential component of ensuring that NLP practice is in line with community standards. Stories are sometimes legally the intellectual property of someone else. Always, they come to us from a tradition or a history of tellers that deserves acknowledgement. As Parkin quite rightly points out, it is not necessary to pretend that a story has happened to a teller personally. Nothing is lost and much is gained by acknowledging our sources.

Parkin is also firm in her belief that it is important to choose to tell stories that fit particular needs and contexts. This is easier said than done. She criticizes the 'one story fits all' policy. While these observations are fair in themselves, they are less easy to apply. Many stories can usefully be told in a number of contexts for a variety of audiences and with a variety of purposes. To the extent that they work as Ericksonian language patterns, stories may evoke responses rather than defining them. Even when we accept Parkin's prescriptions, it is easier to accept the general rule than to apply it when confronted with a particular need for a story.

On the whole, however, the book is a valuable addition to an NLP library. The stories included are short and helpful, and the text allows each NLP practitioner to draw his or her own conclusions about the best way to use stories to delight, connect, inform, and influence.

# A Message from the Director

## Chris Keeler

The weather is changing. Daylight lasts longer. You catch a commercial and the voice-over says..."you can take yourself out of the city but can you take the city out of you?" You say to yourself..."Yup, spring is here with summer soon to follow." You wonder who thought up a commercial like that. Where do great ideas come from?

You head into the office. Listening to the radio, you hear another jingle and it makes you laugh. You get hold of your first morning coffee and you begin to piece your day together. You're in the middle of a project; you're starting one; you have to fire someone today; there's an important meeting at 11:00; you're going to find new business today; you get a call and the proposal from a couple of weeks ago has been accepted; you're excited.

Through all the ups and downs a day can

bring, it doesn't often bring certainty. You may ask where certainty does come from nowadays. At NLPCT we have learned that it comes from the same place that consistency, imagination, innovation, creativity, persuasion, motivation, humour, safety and stability come from. Us!

We have mastered the ability to teach people how to create these states and take them into each day. You see, we realize that in these days and times, we can no longer look to corporations or institutions to give us those states. Working with people and companies across North America, we realize that these times require us to be better, achieve more, win differently, work differently and think differently.

Join us in this newsletter as we begin to explore some of what it means as we hear Richard Duggal as he leads us through his day.

See you soon,

Chris

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