

SUCCESSFUL

NLP

**FOR THE
RESULTS
YOU
WANT**

JEREMY LAZARUS

CONTENTS

Acknowledgements	1
Foreword by Lisa Wake	2
Introduction	3

PART 1 THE BUILDING BLOCKS FOR SUCCESS

01	What is NLP?	9
02	Communication: what happens inside our mind?	19
03	The mindset for success: the fundamental attitudes within NLP	37
04	Your goals: how to set and achieve them	51

PART 2 COMMUNICATION – LEARNING THE MANY SUBTLETIES

05	Getting people on your side: how to build trust with anyone	69
06	How to speak everyone's language: becoming quad-lingual	81
07	Using language to influence: choosing your words for maximum impact	93

PART 3 CHANGING BEHAVIOURS – THE NUTS AND BOLTS OF NLP

08	Being true to yourself: alignment	119
09	How to be in <i>the</i> right state: managing your emotions	133

10	How to really use your brain: changing your responses to situations	145
11	Gaining wisdom: as easy as 1-2-3	161
12	Turning negatives into positives: reframing	171

PART 4 GAINING GREATER INSIGHT INTO YOURSELF AND OTHERS

13	Why people do what they do: values and motivation	181
14	Understanding and influencing behaviour: deep filters	195
15	Quickstart guide: summary of key points	209
16	Using NLP in daily life	219

PART 5 APPENDICES

	Appendix A : Preferred representational system questionnaire	229
	Appendix B: Summary of deep filters	233
	Appendix C: NLP training	235
	References and further reading	241
	Glossary	247

CHAPTER 13

Why people do what they do: values and motivation

As we covered in Chapter 2, Values are one of the filters within the Communication Model, and as we saw in Chapter 8, they are one of the more important aspects of the Logical Levels model.

In this chapter we will cover why values are so important, how to find out your and other people's values and how to use that information in a variety of situations.

VALUES AND MOTIVATION

From an NLP perspective, Values can be defined as ‘what is important to us’, or ‘what we want or seek’, in any particular context. For example, if one of our key values in a career context is ‘intellectual stimulation’, we will seek tasks and situations which stimulate us intellectually. If one of our key values in the context of intimate relationships is ‘sharing’, we will seek a partner with whom we can share and who wants to share. If our values are not met, we may not feel as motivated or happy as when they are met.

As we mentioned earlier values will determine how we spend our time and direct our energies, because we tend to do things which are important to us and not do things which aren’t important to us. They also strongly influence how we feel about what we have done afterwards. Many of us may regret some things we have done in our past because they ‘go against the grain’.

Therefore, values are important aspects of our personality, as they drive our behaviours and motivate us towards what we want and away from what we don’t want.

Values are context dependent: what is important to us in a career (for example ‘*challenge*’, ‘*learning new things*’, ‘*working with great people*’, ‘*making a difference*’, ‘*having a sense of achievement*’) will be different to what is important to us in a relationship, a house, or in a pair of shoes. Having said that, most people will have ‘core values’, values which apply in many contexts. For example, for me personally, ‘*integrity*’ and ‘*honesty*’ are core values, and I will want these values to be present in my career, in my relationships, in friendships and other key areas of my life.

Why learn about values?

A knowledge of values can be useful in numerous ways, for example:

- Managing and motivating people, both at work and in sport
- Recruiting
- Appraisals
- Team-building
- Making decisions, regarding anything from careers and partners, to which home to buy (see the example on p.188), and where to go on holiday
- Selling
- Having greater self-awareness and/or awareness of what is important to others
- Improving the level of satisfaction you have in your life

WHERE DO OUR VALUES COME FROM?

Our values come from our life experiences and are influenced by various factors including our upbringing, family, school, friends, economic circumstances, religious influences and the media. Our values can change and often do change as we mature and have different life experiences. Sometimes this can happen in moments. I remember that the attitudes of many of the guys I have worked with and played football with changed as soon as they knew their partner was pregnant. Being made redundant can also be a 'values-changing' experience.

USING VALUES: AN OVERVIEW

You can use the information on values in the chapter for yourself and other people. To work effectively with values, it is essential to know what is important to someone (or yourself), and ideally to have some idea of the relative importance of the things that are important. The best way to find out this information is simply to:

- Ask the right questions

AND

- Listen to the answers

Typically, there are two main ways to elicit someone's values – formally and informally. You would use the formal method when you are coaching or doing appraisals, and the informal method when the situation is more conversational such as when selling. Both methods are similar.

We can find out what our values are in any or all of the main areas of our life, for example:

- Work, career, business, job
- Family
- Relationships
- Friends, social life
- Health and fitness
- Money and finances
- Personal development
- Spiritual development
- Religion
- Hobby

FINDING OUT YOUR VALUES

When eliciting your own values (or someone else's), choose a context (perhaps from the list on p.184) and then go through the following process. We will assume in the example below that you are finding out your own career values. For other contexts, simply substitute 'career' with the chosen context. You may want to ask a friend or colleague to help you by asking the questions and making a note of your answers, so that you can focus on simply answering. The following process is written for the person asking the questions.

Step 1: Standard questions.

Ask questions such as '*what's important to you in a career?*', '*what do you want from your career?*', and '*what do you look for from your career?*'

Make a note of what they say, *in their own words*. Do not suggest ideas as we want to find *their* values. We do not need them to explain why a value is important.

If they give us a phrase stated in the *negative*, such as, 'I don't want to be bored', ask, 'what do you want instead?'. They might say, 'variety', which is what you will write down.

If they give you a *behaviour* rather than a value, for example, 'having a tidy desk' or 'doing a good job', ask 'what's important to you about that?' or 'for what purpose?', so that you get a *value*.

Typically, people pause after about four to six values. Ask 'what else is important to you about your career?' and give them time to answer.

Step 2: Previous situations

Given that having our values met makes us feel motivated or happy, ask them to think of a specific time in their career when they felt

really motivated (or happy), and what it was about that situation that caused them to feel so motivated/happy. Listen out for values (for example ‘*challenge*’, ‘*learning new things*’, ‘*working with great people*’, ‘*making a difference*’, ‘*having a sense of achievement*’) and if they have not mentioned them in step 1, ask if they are important and if so, add them to the list. If you are hearing lots of values that have not been mentioned in step 1, you could repeat step 2 for a different situation.

By this stage, you will typically have around 8–12 values.

Step 3: ‘Catch-all’

Show them the list. Ask, ‘if you had all this, what, if anything, would make you want to leave or say “No” to this career?’ In other words, ‘what, if anything, is missing?’ Often there will be nothing missing. If there is something, add it to the list.

Step 4: Ranking

Although all the values on the list will be important, some will be more important than others. Ask the person to rank the values from 1 to 8 with 1 being the most important. Typically the top 4–6 values will provide the major amount of motivation in any given context, so continuing beyond 8 is normally of limited use. Another way of ranking, especially if there are 10 to 20 values, is to rank the absolutely essential values as ‘A’s, the important but not essential values as ‘B’s and the ‘icing on the cake’ values as ‘C’s. Sometimes it is useful to ask the person which of the two methods of ranking would be most beneficial to them.

Step 5: Check

As a ‘check’, offer the person two careers. One with ranked values of 5 to 8 (name them) (*or the ‘B’s*) and the second with ranked values of 1–4 (name them) (*or the ‘A’s*). The person should choose the second career, ie, the one with the most important values. If

they are unsure or choose the first one, revisit step 4 and ask them if they want to adjust the ranking.



TOP TIPS

With some contexts you may need to flex the questions slightly in steps 2, 3 and 5. For example, rather than asking, 'if you had all this in your *health and fitness*, what would make you want to leave it or say, "No?"', it is probably better to ask something like, 'is there anything missing from this list for it to be your ideal health and fitness situation/programme?'



ACTION POINT

Use the questions above to discover your values in each of your main areas of life, so that you have a greater understanding of what drives you.

Once you have this information, you can use it in a variety of situations.

Making choices

If you want to make a choice between two careers, prospective partners, homes, or are looking to have a career, partner, home, you can use your values as a 'checklist' to see which one to choose, or which direction to take. You would look for a career/partner/home which met all your important values.

EXAMPLE

Nancy attended a seminar where I took people through the formal values elicitation process. She was looking for a committed relationship, and having done this exercise, she realised that the guy she had known for many years and with whom she had had an on-off relationship was actually the

man for her – he ticked the main boxes. Within a week they were engaged, and they now have two beautiful daughters. Similarly, a couple attended my course having been looking for a new home for six months. They did the values exercise on 'house', and within a week had found their ideal home because they knew what they were looking for.

Selling

When selling, if you know what your prospective customer is looking for from a consultant/lawyer/house/pair of shoes, or whatever you are selling, *and* you are able to deliver what they want, then you would really be serving them by selling them your product or service. Please read the section on *Eliciting values informally* (p.190) to note how to flex the values elicitation questions when selling.

Interviews

Similarly when promoting yourself at an interview, if you know what the prospective employer is looking for and you can demonstrate that you have the desired qualities, it will give you a better chance of success. Linked to that, if you know your own values you can ask questions to find out whether your values will be met by the role. Interviewers generally think highly of candidates who ask searching questions to ascertain whether the role is suitable for them.

Recruiting

When recruiting, if you profile the job in terms of values (as well as competencies), you can ask the candidate relevant questions and select someone who has a suitable motivation, and who will fit into the team. For example, if you identify that you want to recruit an employee for whom challenge, professionalism, learning and being part of a great team are important, you can mention this in the job advert and elicit the candidate's values at the interview to see if there is a match.

Managing people

As a manager, if you know about your staff's values your job becomes a lot easier. You simply need to offer them the opportunity to have more of their values and they will be motivated. In order to find out this information from staff at appraisals, managers may need to 'pre-frame' (ie set up) the conversation along the following lines:

'As your manager, I want you to be really happy and fulfilled in your work, because it benefits me, you, the company/organisation and our customers/clients/patients. In order for me to help you be happy, it would really help if you told me what was important to you in your work so that I can help you have more of what you want and less of what you don't want. I can't promise I will be able to do all of this, but I do promise that I will do everything I realistically can within the organisational and departmental constraints to help you have more of what you want. Are you willing to do this? If so, there are some questions I'd like to ask you.'

Please note. It is *essential* that you *keep your word* if you do this as a manager. Of course, you probably cannot double their salary, give them a massive promotion or treat them advantageously compared to other members of the team. You can however be flexible and go out of your way to help them within the confines of your role. When your employees see you do this, they will almost certainly go that extra mile.

Gaining greater satisfaction and improving situations

One final way to use information on values for yourself, or when coaching/managing others, is to improve your level of satisfaction in any given area. Knowing your values in a given context, you could rank on a scale of 0–10 the extent to which each of your top values are being met. For example, if your most important value is 'challenge' and it is being fulfilled 7 out of 10, you could ask

yourself, 'what would take the score to an 8, 9 or even 10?' Do the same for the other top values.

**TOP
TIPS**

When using values to make choices or to sell, concentrate on making sure the most important values are met.

You may be wondering, 'what do some of these values (eg challenge) actually mean?' because they mean different things to different people. That's a great question – hold that thought and we will cover it later this chapter.

ELICITING VALUES INFORMALLY

If you would like to elicit values in a conversational or informal setting, such as in a selling situation, you can find out someone's values in one of two ways.

Firstly just listen and use your sensory acuity. Because values are like 'hot buttons' of motivation, people will often indicate to you non-verbally when something is important, perhaps by a subtle shift in body posture, or by emphasising it with their voice. For example, 'the last consultant we had was not reliable at all. And he didn't get on with people. The one before that was great, very creative in his thinking, always delivered what he said and made a real difference to our business.'

The other way is to casually ask the elicitation questions, perhaps having asked a question such as, 'can I ask some questions that would help us both?' For example, if you are selling consultancy services to a business, you could ask questions like:

1. ‘What do you look for from a firm of consultants?’, and/or
 ‘Have you ever worked with a firm of consultants that you were happy with? What was it about them that made you happy?’
2. ‘If you had all this (mention what they have told you) in a firm of consultants, would that be enough or is there anything else that is really important to you?’
3. ‘Which of these are most important?’ (Get the top four or five. It is probably not appropriate to do the ‘check’ mentioned on p.186).

Then, assuming you could demonstrate that you could meet what the client is looking for (especially the really important ones), show and explain to them how your services/products meet their needs.

FINDING OUT WHAT VALUES MEAN

As a manager, if a member of your team tells you that ‘challenge’ is important to them in their work, that is helpful, and you may not know what *they* mean by ‘challenge’ (you’ll know what *you* mean by ‘challenge’). If you know specifically what they mean by ‘challenge’ you will have far more of an idea about what to do to motivate them (or what not to do to avoid de-motivating them). The same principles apply when selling (knowing specifically what prospects actually want) and job-seeking/making decisions (knowing exactly what you are looking for and asking relevant questions at the interview).

There are some useful questions that can help you find out what values mean in situations where you are using values. Using ‘challenge’ as an example:

- ‘What has to happen for you to know that you are challenged/ have a challenge?’
- ‘How do you know when you’re challenged?’
- ‘What does challenge mean to you?’
- ‘How do you know when someone/something challenges you?’
- ‘What is your evidence procedure for challenge?’
- ‘What causes you to feel challenged?’
- ‘What would have to happen for you to feel not challenged?’

Normally you would use just one or two of these questions for each value.



ACTION POINT

Regularly (perhaps annually) review your values from each of your key areas of life, elicit your values and what they mean, (or review previous results and amend the list), and set at least one well-formed goal in each area of life that is in line with your values (ie will give you more of the higher-ranked values in that area of life). This exercise will take around four hours a year. Write down your answers. If you do this exercise, and keep in mind the mindset for success, the Principles for Success and the well-formed conditions for goals, it is probably *the* most important and beneficial four hours you will spend each year.



QUICK RECAP

- *Values are incredibly important filters. They provide our drive and motivation, and can act as a way for us to evaluate what we have done.*
- *Everyone has values, even if they are completely different to yours.*
- *Values change and evolve over time.*
- *Values are context dependant (careers, relationships, buying shoes).*
- *In any context, there will normally be a 'hierarchy' of values – some values will be more important than others.*
- *Knowing your own values in different contexts will help you make better decisions, and can help you increase your level of satisfaction in that context and in your life generally.*
- *Knowing and understanding the values of your staff, and what these values mean, will almost certainly make you a more effective manager.*
- *Regularly review your values in the key areas of your life.*
- *Make sure that the goals you set will give you more of what's important to you.*

ACCOMPLISH YOUR GOALS WITH NLP

Whether you want to achieve more at work, enhance your relationships or boost your confidence, NLP (Neuro Linguistic Programming) can make it happen. We show you how to easily master NLP techniques to unleash your potential and achieve success.

Written by a certified NLP Master Trainer, this realistic and simple tool kit can be applied to all areas of your life, enabling you to use language expertly, change behaviours and respond well in any situation.

GET MORE OF WHAT YOU WANT AND LESS OF WHAT YOU DON'T WANT

THIS BOOK HELPS YOU:

- Set and attain your goals
- Build rapport and negotiate better
- Change unproductive behaviour
- Create strong relationships at work and home

ISBN 978-1 85458 546-2



9 781854 1585462

www.crimsonpublishing.co.uk

£9.99