A Certificated Introductory day to a novel NLP way of working

7C's Coaching

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At the end of this day you will be able to:

1. Understand the history of how this developing model, (7C's), reached its current stage.

2. Understand why despite being pluralist and drawn from psychology 7C's is regarded as an NLP model.

3. Understand and have practiced the key NLP variables within the context of 7C's

4. Appreciate and begin to work from not just the NLP presuppositions, but also the 7C's presuppositions, understanding their value and utility in one to one work.

5. Practice at least one 7C's coaching pattern and have the pattern directed at you as well to generate the necessary questions, which will be answered. This develops a fuller understanding and ability to take 7C's away with you and work from that perspective.

6. Share in the opportunity to listen/contribute thus helping develop the 7C's vision.

7. Understand more fully the 7C's model of being human, how debilitation is formed and sustained and how 7C's interrupts the pattern and assists in installing new sustainable patterns.

N.B. The following workbook is quite verbose and is designed to be read in conjunction with the slides and training day which accompany this certification.

1. THE HISTORY OF 7C's

In my world I became a psychologist after I obtained my honours degree in psychology (graduate basis for registration status) and then did a 1 year diploma in psychotherapy, which happened to be in NLP psychotherapy and Ericksonian hypnosis. This was in 1995 and ever since that time I have been on a mission to be the best version of who I can be. I became a chartered psychologist in January 2003 and an Associate Fellow of British Psychological Society (BPS), 2 years later in March 2005 and my CV is littered with certificates of courses and positions held which have helped me develop.

The 7C's model is the current way of working which I have developed over 25 years.

Whereas after doing my 1st degree in psychology I liked to think I was a psychologist, actually I was not. I had a long way to travel in order to get there. In a similar subjective way we like to think our way of working is the best…However we often think in this way on the basis of our very subjective world and we do not expose our way of working to the rigours of scientific investigation. This is the stage 7C's is at right now. Francine Shapiro famously went for a walk in the park and found that by shifting her eye movements she felt more relaxed…she developed an idea. However she needed to do a lot more work to develop EMDR as a NICE approved protocol in the context of PTSD. 7C's is at the stage of being a developed idea which has yet to be tested.

7C's was originally born out of the idea of complexes and the Jungian idea that these complexes are a bit like splinter personalities which live within ourselves and are triggered in particular contexts. As we know in psychodynamic psychology complexes are unconscious phenomena. I found using NLP skills and following the edict "where the Id is the Ego shall be" that there were certain psychological variables which facilitated the process of changing troublesome unconscious complexes into learning opportunities, transformation of the individual and thus the release of trapped energy; (the capacity for vigorous activity). In 2002 I had been practicing as a coaching psychologist for six years and wrote an article in Rapport (2002) called 'Sexy variables' (Figure 1 (1)). This referred to six key coaching variables which resulted from modelling my practice to that time. The coaching variables which always needed to be addressed in any coaching intervention were:

Figure 1. Development of 7C's in 2019 from "Sexy Variables" in 2002.

1) Sexy Variables (Grimley 2002)	2) 7C's (Grimley 2019)
- Clarity - Climate - Capability - Congruence - Confidence - Commitment	- Clarity - Climate - Capability - Congruence / Confidence - Commitment - Communication - Creativity

By the summer of 2005 and in a second publication, a further variable had been added, **Communication,** bringing the total to seven (Grimley, 2005). This part of the coaching model referred to the process part. By 2005 a content part had also been added to the model. The content part emerged from the recognition that when a client used to come to me with a problem, that problem was only a problem for them in a particular context. When I interviewed them in another context they were surprisingly authentic, confident, congruent and capable. I became intrigued as to how can a human being in one context be a paragon and then in another context at the same moment in time, totally lose their connection to their inner resources and need assistance?

The content part of the model fell into eight contexts:

- Relationship with self
- Relationship with intimate others
- Relationship with those at work
- Interpersonal skills
- Money
- Career
- Health
- Relaxation

These eight themes were drawn from the contexts brought to me by coaching clients over 10 years (1995–2005). After subjecting these contexts to statistical analysis, (principle components) over a number of years in what I affectionately called "the stress test" I discovered the only variable reliably related to a self-perception of stress was one's relationship with oneself. So even if a client was experiencing money problems, relationships were poor and they were in bad health, providing within these contexts they had a good relationship with themselves they would be able to move forward successfully. The key variable then for 7C's was not the context, but the client's relationship with themselves within that context.

Because we are all sufficiently competent to a degree in each of these contexts, none of us really have to change. It was when I had to deal with "difficult" clients I recognised this was a challenge. Because they were quite good at what they did, they were emotionally attached to the unconscious maps which got them to where they were. However those maps were not going to get them to where they wanted to go. It is for this reason the content aspect of 7C's changed after a conversation with my sister who is a British Association for Counselling and Psychotherapy (BACP) accredited counsellor. Creativity was added. This is because NLP is not just about researching the structure of our phenomenal experience, it is also about excellence, with those people being excellent having stable and reliable unconscious structures which are

different from the normal population. Congruence and Confidence became one "C" so I could still call it "7C's". You can be congruent and not have confidence, but you can never be truly confident and not have congruence (Figure 1 (2)).

It is easy to be normal and the full title of 7C's was always "Sailing the 7C's of courage". It now became increasingly clear what the "courage" referred to. It referred to those people who were not the best version of themselves and recognised there were others much better than them. Because those others were better than them in a discipline they really valued, rather than just plod along with the rest of the normal population they would have the characteristics of courage. They would deconstruct that which only put them with the rest of the normal population and in their comfort zone and they would disrupt their lives, their existence, even their current relationships to develop a more excellent way of living that moved them a standard deviation towards excellence. In my experience most people will not do this, they will simply provide environmental excuses as to why they cannot be better. This is to be contrasted with those who access their internal resources and change those environmental variables into internal decision variables, to be at cause rather than be at effect.

This brings 7C's up to date for you. My first book (Grimley, 2013) looked at NLP generally as a paradigm, my second book (Grimley, 2019a) introduced 7C's formally to the world, after I had finished my PhD asking the research question "what is NLP?" and writing 2 papers in the peer reviewed literature (Grimley, 2016; 2019b) as well as Co-authoring a paper on the evidence for NLP (De Rijk et al. 2019)

References:

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2. Understand why despite being pluralist and drawn from psychology, 7C's is regarded as an NLP model.

There is really a very short answer to this question and that is the key learning principle in both NLP and 7C's is that of behavioural modelling. When Bandler found that in his opinion he was very good at conducting Gestalt groups at Santa Cruz University, the basis of that behaviour was the way he had unconsciously picked up the concepts and ideas whilst editing The Gestalt approach & eye witness to therapy (Perls, 1973). Robert Spitzer, who owned Science and Behaviour Books, had hired Richard to edit the materials entrusted to him by Fritz Perls who died in 1970. It was through editing the films and transcripts that Bandler developed his fascination with Gestalt therapy. Spitzer talks of Bandler learning to play music by listening to the music of someone he admired over and over again until he sounded just like them. This process was replicated by Bandler with both Virginia Satir and Fritz Perls. Watching Bandler research for "Eye witness to therapy" Spitzer says Bandler used to come away from the headphones and films sounding and acting just like Fritz Perls, to such an extent that Spitzer found himself calling Bandler Fritz on several occasions (Spitzer, 1992: 2).

If you look below at the similarity between Albert Bandura and John Grinder when they both put how we learn into writing you might be struck by the similarity (Figure 2 page 7)

What is eminently clear though is that when learning according to these principles, whether or not somebody has been successful is highly testable. This is especially so when one of the criteria for an NLP model is that it should be in sensory based language.

7C's then insists unless the person who is training you has verifiable excellence in the area he / she is training you then they do not have the right to train you as an NLP practitioner in that specific context. This is because at the heart of NLP is modelling excellence. Excellence is something that can be verified. What this means is if your trainer is not for example an excellent business-person they do not have the right to train you in business. The logic behind this is clear. If NLP worked, then such a person would have used their NLP skills to model an excellent exemplar of business, demonstrated such excellence behaviourally with the acid test being annual profit and turnover. They would then need verifiable evidence that the model which they have coded is valid through training students, and in a longitudinal way testing their progress in the application of such a model in the context of business.

Figure 2. Social Behaviourism and modelling through imitation.

Albert Bandura	John Grinder
• The learner must attend to the pertinent clues in the stimulus situation and ignore incidentals which do not affect the performance of the behaviour which they seek to learn.	• Identification of an appropriate model/exemplar. Adopt a 'know nothing' state and suspend all of your cognitive filters.
• They must record in memory a sensory based or semantic code for the modelled behaviour for storage purposes.	• Attend only to sensory patterns. This is known as unconscious uptake.
• Rehearsal of this stored memory is important.	• Rehearsal of the assimilated pattern until one can match the performance of the exemplar within the same time frame and context and produce the same results. Until this can be done behaviourally one continues with stage 2 and loops back to stage 3 until this can be achieved.
• The learner has to reproduce the motor activities accurately. This will involve as many trials as needed in order to get the 'muscular feel' of the behaviour through feedback.	
• The learner must value the consequences related to that behaviour in order to learn through modelling. (Gross, 1987: 70).	• Code the assimilated pattern and the pattern within the exemplar. Within NLP this is still regarded as an art. According to John Grinder there is no known useful and explicit strategy for digitalizing analogue processes (Bostic St Clair & Grinder, 2001: 146).
• Bandura leaves the learning as an unconscious process and does not talk about making this learning explicit through coding and then testing the validity of that code through training other interested parties. Predictive validity in NLP is obtained by testing the performance of the interested parties who have been trained by the NLP trainer. The closer their performance matches that of the modelled exemplar through measurable means the more valid the NLP model.	• Test the coded pattern by training interested learners in it. Do they achieve the same mastery as measured by behavioural outcomes within the same time frame and context as the exemplar?

Anders Ericsson who provided the work from which Malcolm Gladwell (2008) famously extricated the 10,000 hour rule to become an expert, points out that to get to this level of performance take many years of what he calls "deliberate practice" (Ericsson, 2016). I myself am on a journey to see how good I can become as a Masters Athlete, I believe I am on the way, but I would not say I am excellent yet. I certainly would not say I have an NLP model which is ready for testing, especially as I have not got to the level of performance necessary myself. Indeed as Dr Robert Bates (2015) points out 7C's has at its heart the concept of a journey, and not a destination. Whenever you achieve your goal, there is always the immediate question: "What Next?" 7C's therefore has at its heart the ability to create flow in your life so you can always reach inside and answer that question authentically and then work with your internal architecture in that moment to produce the models you need to provide you with the experience to "be who you need to be in order to obtain that which you value". This indeed is the strap line for the 7C's Meta Program questionnaire, "ALTER EGO".

7C's is NLP in the above way, and also because it works with the design variables which have emerged from the NLP community over the last 40 years. 7C's is pluralist because it recognises no human nor group of humans can be modeled and then coded using just one paradigm, we as a species are far too complex. NLP started off with Behavioural Modelling. In writing up it made use of Transformational Grammar, (TG). In recognising the host of variables not already coded within TG it recognised the importance of relationships, (rapport), conditioning, (anchoring), perspective and context, (perceptual positioning), cognition (framing and re-framing) and systems theory, (Neuro-Logical Levels).

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3. Understand and have practiced the key NLP variables within the context of 7C's

Many NLP experts have their own way of doing NLP. Dr Lucas Derks focuses on spatial representations, Richard Bandler focuses on Sub-Modalities, John Grinder focuses on unconscious assimilation, Michael Hall focuses on Meta-States, James Lawley and Penny Tompkins focus on Metaphor and the use of clean language in helping people model / discover their own use of metaphor, a process they call symbolic modelling.

As an NLP practitioner I would expect any person to use NLP generally as well as aspects of the above way of working when working using 7C's. However like all of the above 7C's has a unique texturing to the way in which it works with clients.

Calibration. After managing your own state and developing rapport, (the "R" and the "E" of Bolstad's (2002) RESOLVE model) the first emphasis 7C's asks for is, when managing the S of "RESOLVE" setting outcomes, one is very specific about the context within which this outcome lies. This is facilitated by the response set of the "stress test", however can be done without it. Outcomes will always have a context and one of the presuppositions of 7C's is unless somebody fundamentally changes they do not change at all and continue to attract the same responses, even when they change their behaviour and language. The calibration called for by 7C's is to recognise how in a successful context the client can access their 5 resources and be unconsciously competent in achieving their outcome. However within the context within which your client comes to you that ability to access their 5 resources in a positive way and construct a way of experiencing themselves somehow gets lost. The 5 resources every human has is

- The power to think
- The power to feel
- The power to relate to others
- The power to speak
- The power to behave.

Often at the beginning of an intervention the client will use modal operators in the problem context and say things like I can't help myself, I shouldn't do that, I must do this, etc. However often what I have found is when they model themselves in their context of resourcefulness they actually break their own rules which often have their genesis in limiting beliefs created previously in their time line within the problem context. What I find is in successful contexts the client is much more fluid. So for instance a client may come to you who is struggling with business. They may say something like "you shouldn't be cocky in business". However when you as a 7C's practitioner invite this person to model themselves in sport, (an area where they excel), they may say something like, "why shouldn't I be cocky? I am bloody good at what I do." It is calibrating the difference between these two "personalities" which acts as a key strategy within 7C's to assist the client appreciate that the "truths" they hold so dear to in the context where they have both problems and limiting beliefs actually are not "truths" at all, but rather constructs which have been created earlier in their timeline. These constructs have not been useful, creating habits of thought, emotion, language, behaviour and relating to others which mean their experience is impoverished and

their performance is poor. Your job is to help them, through this calibration appreciate that it is just as difficult to break good habits as it is bad habits and with them co-create a new person who thinks, feels, talks, behaves and relates to others in a way that brings them to their well-formed outcome naturally. 7C's is not about behaviour change, which is almost always temporary and changes back to default after the coach, counsellor or consultant leaves, it is about habit change. In order for habit change to occur, change needs to be co-created at deeper neurological levels.

Well Formed Outcomes.

7C's uses the acronym SMACTEPPOMF to address the NLP idea of Well Formed Outcome (WFO). Another of the 7C's Presuppositions is; "To sail effectively in each context all 7C's must be mastered". These 7C's are the process part as explained above in part 1 (page 3) and by using your NLP skills to successfully navigate SMACTEPPOMF you work with your client to co-create a WFO. An example of how one might use SMACTEPPOMF to address each of the 7 C variables necessary to build a new person with a new set of habits in the context your client brings to you is shown on slide 3 of the power point presentation that accompanies this work-book.

Modelling.

Perceptual positioning and the ability to create these positions in a clean way is probably the key NLP design variable necessary for this part of 7C's. How often do we think we are in a clean 3rd position when in fact when we talk as an observer in 3rd position, we recognise we are still contaminated by the internal K of ourselves who we are observing. Learning to adopt as near as possible a "know nothing state" is key for both learning and creating change within the 7C's model.

Metaprograms and Neuro-logical levels.

Even though these are famously regarded as content models by John Grinder and thus disregarded as a part of NLP, in fact they are very much a part of NLP which is now a lot larger than just John Grinder. Making use of both of these NLP models is a key to successful modelling and ensuring that at the deepest level ecological change has occurred and being able to articulate (code) that experience consciously. It is no good modelling excellence and identifying an empowering belief or a key Metaprogram, and then continuing your life changing surface behaviours and language and generating pre-conscious strategies, without changing at these deeper levels. Invariably these deeper levels are rooted in unsavoury incidents within the client's personal history and have given birth to the blues. It is for this reason that every coaching intervention within 7C's is invariably regarded as a psychotherapy session and 7C's falls into the category of transformational coaching. It is because the reason for a person not having the experience of being successful and continually enjoying a flow state is that they are trapped in a double bind situation created by internal conflict and different parts of them at different neurological levels not fitting. For instance how can you possibly successfully engage in extraverted behaviour in a sustainable way after identifying such behaviour as critical in your modelling project (WFO), if you still carry an embodied and unconscious belief created from early childhood that "children should be seen and not heard"?
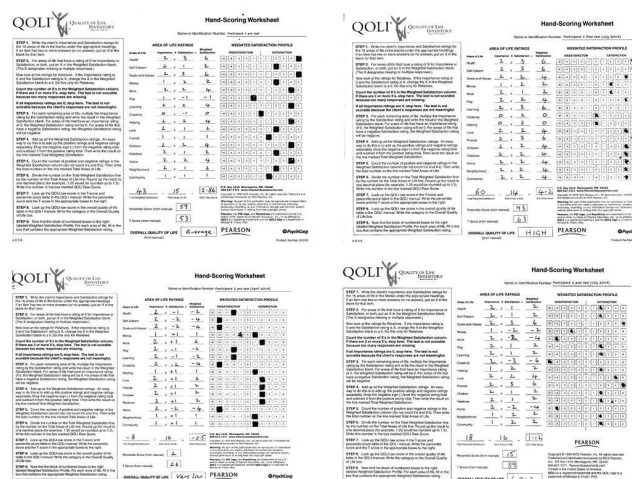
References:

Bolstad, R. (2002) *Resolve: a new model of therapy.* Carmarthen, Wales: Crown House Publishing.

4. Appreciate and begin to work from not just the NLP presuppositions, but also the 7C's presuppositions, understanding their value and utility in one to one work.

On top of the well-known NLP presuppositions when working with 7C's I add a further set of pre-suppositions which I have self-modelled and constitute some of my own fundamental beliefs concerning working with clients on a one to one basis. These additional presuppositions are:

- People are naturally good and by nature seek positive outcomes.
  Coaching Tip: Look for the positive intention and how current behaviour fulfils that.

- Go with the flow or fix the pipeline
  Coaching Tip: Don't pretend your client is good to go when they are not in flow. Use your calibration skills to elicit what else needs to change.

- To sail effectively in each context all 7C's must be mastered
  Coaching Tip: Be methodical and conscientious in identifying each of the process "7C's" and ensuring their criteria are satisfied in your client.

- An indicator of mastery is an evidenced experience of flow state and significantly greater numbers of peak, (Ah ha), experiences.
  Coaching Tip: Use a good quality psychometric to evaluate whether or not this is the case in longitudinal studies. I use The Quality of Life Inventory published by Pearson. This will help provide your work with greater credibility. (See Figure 1 below)
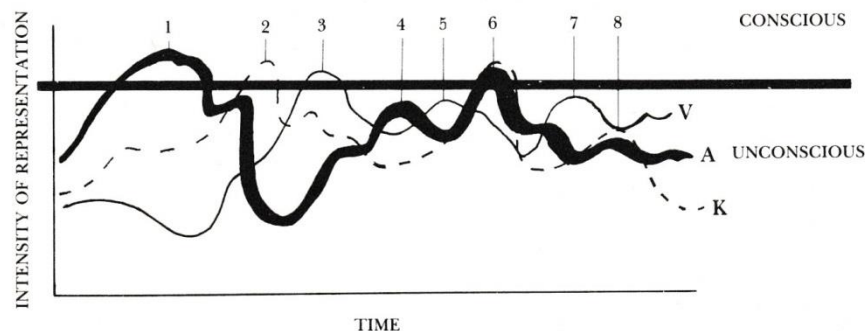
Figure 1. Pre and Post NLP training response sets for2 NLP practitioner participants on the QOLI (Michael B Frisch 1994. London: Pearson)

- The majority of work in 7C's coaching will be conducted at an unconscious F^1 level.
  Coaching Tip: Don't be afraid to use the Milton Model to the full and respect the ability of the unconscious mind to come up with unique and bespoke solutions you nor your client could possibly have arrived at by conscious means.

- Self is always a multiplicity and not a unity
  Coaching Tip: Always work within one context at a time until you have obtained a WFO in that context. Use other contexts to act as reference points, but stick to doing your work in the original context.

- All 8 life contexts are of equal importance
  Coaching Tip: Don't be bullied into thinking any one of the 7 specific contexts are not important in a well-rounded life. They are. A person's ability to relax and unwind, is just as important as their ability to do well in a career or to earn a lot of money and manage it well.

- Ecology is not just about integration, as important is context awareness and switching ability.
  Coaching Tip: For the 7C's model the client is not expected to integrate the 7 specific contexts. Rather they are expected to identify WFO's in each of those contexts and then throughout the day recognise which context they are in. From that point the appropriate "personality" is triggered so ensure anchors and frames are set accordingly.

- You are ALWAYS in charge.
  Coaching Tip: Never allow your client to make excuses and create a context where they cannot do something. If you do this the meta message is they are not in charge and are controlled by external variables…the antithesis of 7C's model.

- Everybody has been congruent in some context and at some time.
  Coaching Tip: Use your NLP skills to discover such a time with a particular context and from that place assist in self-modelling.

- Unless you fundamentally change you don't change at all.
  Coaching Tip: 7C's falls into the genre of transformational coaching. If at the end of your coaching session your client has not had an existential change and phenomenologically experiences the world in a totally different way which now empowers him/her, ask yourself have I done enough? Have I gone deep enough? And finally is this behavioural change sustainable? You need to be able to say "Yes" to each of those questions.

- If you can't live in the gap you can never be free.
  Coaching Tip: If you take a look at figure 2 below, it will help you appreciate when your client comes to see you it is ALWAYS because they are conscious of a negative internal K. For them this represents their world. Your job as a 7C's coach is to discover the remainder of the system which produces that conscious experience. This will be at an unconscious F^1 Level and you will need ALL of your NLP skills

within the 7C's model to work at that level. The internal conscious K is a marker for meaning. We often call it intuition, however all it is, is just one part of an extended pattern that our unconscious mind is aware of. The texture of the internal K which we consciously experience provides us with a general understanding of the nature of this extended pattern, most of which we are not even aware of.

Figure 2 page 50 NLP vol 1 Study of the Structure of Subjective experience.

By taking a look at figures 3 and 4 below and of course attending the one day certificated introductory day to 7C's you will get a sense as to why these presuppositions are so crucial when working with the 7C's model. We will of course be discussing these figures more fully on the day.

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There are finally 3 items I have promised you that will have been covered by the end of your certificated introduction to 7C's. These are:
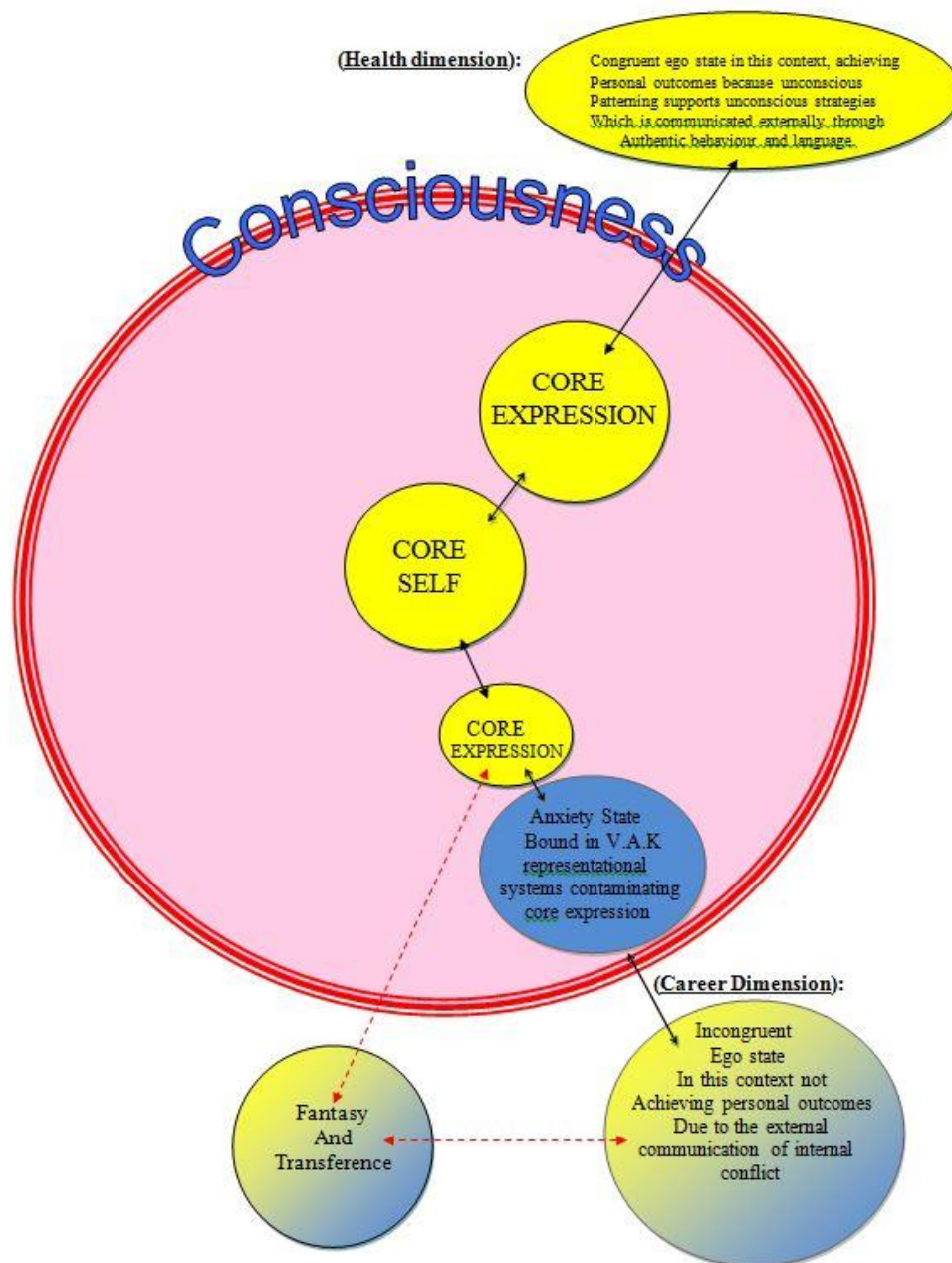
5. Practice at least one 7C's coaching pattern and have the pattern directed at you as well to generate the necessary questions, which will be answered. This develops a fuller understanding and ability to take 7C's away with you and to work from that perspective.

6. Share in the opportunity to listen/contribute thus helping develop the 7C's vision.

7. Understand more fully the 7C's model of being human, how debilitation is formed and sustained and how 7C's interrupts the pattern and assists in installing new sustainable patterns.

My belief is that when we meet will be the best time to address these 3 items through sharing experience and testing some of the patterns which I have developed within my own 7C's journey. Below are the 2

figures which create the core of the 7C's coaching/counselling model and I am really looking forward to discussing them with you when we meet at your certification course.

Figure 3. How we can be different people in different contexts. For example in the Health context "Cocky" is reframed as "Confident" and thus is allowed. (See text above)

Figure 2. the 7 C's and the 7 contexts all of which are subsumed within the key variable which is your relationship with yourself.

With Kind Regards. Dr Bruce Grimley. C.Psychol. AFBPsS.

20th November 2019