

## Using NLP meta, Milton, metaphor models, for improving the activity of the organization

*Utilizarea metamodelului, modelului Milton și a metaforei din NLP pentru îmbunătățirea activității organizației*

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### Abstract

*The objective of this paper is the improving of the three methods from the neuro-linguistic programming – metaphor, Milton model and the meta-model, so by using this in daily activities by an organization to improve the activities witch, are performed and to have a more efficient allocation of the available resources.*

**Keywords:** *neuro linguistic programming (NLP); metaphor; Milton model; meta-model*

### Rezumat

*Obiectivul acestei cercetări îl reprezintă îmbunătățirea a trei metode din cadrul instrumentarului NLP – metafora, modelul Milton și metamodelul, astfel încât prin aplicarea acestora în activitatea zilnică dintr-o organizație să se îmbunătățească activitățile care sunt efectuate și să fie folosite mai eficient resursele disponibile.*

**Cuvinte-cheie:** *programare neuro-lingvistică (NLP); metafora; modelul Milton; meta-model.*

**JEL Classification:** M10, M12

## Introduction

**N**euro-linguistic programming (NLP) represents a sum of instruments and techniques with which we can decode cognitive and behavioral structures, learned and adapted depending of every personality. The NLP theories consider that any behavior can be copied, delivered and adapted so the individual performances to grow.

3M method uses a single concept for three fundamentele elments from theorethical and practical frame of NLP – metafor, Milton model and the metamodel. This new method is followed by the improving of the actions of this

elements, and on the other hand is followed by a more efficient using of the resources.

The objective: within the Milton model it will target the improvement of the technique that generates a state of trance so that the transmission of orders is done more easily beyond the conscious barriers; in the meta-models it will be followed the improvement of specific orders so that the two methods generate an optimized information flow which will use the minimum resources; in the metaphors it will be followed the widest possible use of analogies in order to be generated for various problems, optimal solutions and in the fastest way to them.

### **The theoretical background**

The method can be defined by a "set of principles, rules and means of knowledge and transformation of reality". In a purely physical sense, the method becomes a "system of principles, rules and means of knowledge and transformation of reality" (Zaiț & Spalanzani, 2006, p. 137). The meta-model, the Milton model and the metaphor can be considered methods because: the meta-model uses certain tools – called operations – to change in some sort the environmental information. The Milton model uses syntactic elements that are targeted to achieve a given action, but it also seeks the placement of some instructions – called fixed orders – to insert them and to obtain the maximum efficiency. The metaphor uses mainly the analogy, the symbolism both to help find new solutions and to overcome some communication barriers.

The meta-model "identifies and solves people's language problems" (Dilts & Lozier, n.d.a). "Metamodel helps for understanding better what people mean by what they say, and is an example of using language to get more precise meaning" (Alder, 1996, p. 116). The meta-model was built from the language transformation model, but it was not designed to respond in real time to the environmental issues. It assumes that if certain information is missing from the model, they can be improvised, following that after gathering the information from the environment, the model to be updated. "The metamodel contain the modalities of understanding, distinctions and questions about affirmations unrounded. Knowing what the metamodel means and how to react to them, the metamodel can lead to a easier understanding of the profound structure of the person" (Hall, 2007, p. 1167). The deep structure uses a reduced model of the real one with all its disadvantages – by reduction, certain important information may be lost, it can not be paid attention to all events but only to the big ones, the details get into the background – in this case, it can be used a priority based model. The priorities are determined by goals, but they are prioritized according to resource access, to their way of consumption, the most intense priority entails itself before the others by: purpose, amount of resources used, utility. For example, if work and affective relations should be met, but because of the consumption of resources both elements can not be simultaneously satisfied, so a person will choose the one that will bring maximum

benefits at a certain time. The advantage of this model is that the purpose, the priorities are always known and there are searched resources to meet this goal, this priority. Thus, the response is faster than if the model is built on information because it is built backwards from the inside out, mainly aiming that the environmental information to fit a certain matrix model.

On the other hand, the information model is based on collecting a large amount of environmental information, and based on them to make certain decisions but not in real time, but after the information is processed, sorted, analyzed, which firstly leads to the alteration of information received from the environment, and secondly to the transmission of a slow response to the environmental stimuli.

The meta-model can perform the following operations: delete, comparisons, nonspecific indexed references, substantivization, previous experience search, nonspecific verbs, modal operators, assumptions, cause - effect relationship, universal quantifiers, the importance of sensory experience, complex equivalence, mind reading, judgments.

Delete - is the operation by which, the meta-model eliminates all the information it considers to be redundant or do not meet a minimum intensity threshold. Models such as I am confused, I am happy, I am troubled on the one hand, in case of redundancy can be removed, but equally well they may be recovered and reinstated in the original sentence, when it is found that their deletion changed the original meaning.

Comparisons - are another form of deletion, because in this process there are eliminated certain information deemed useless and replaced by a comparison – „the best ..., the worst ..., better than ..., worse than ..., compared to ...” (Knight, 2007, p. 133). Once the comparisons are used and deleted certain information, they can not be recovered by removing the structures used in the comparisons, even if it is found that the meaning of a sentence has been slightly distorted.

Non-specific references index - are also a form of removal but they only concern people or objects. The difference between the nonspecific indexed references, comparisons and deletions is that the first ones do not alter the meaning of the sentence. These take the form of the construction: who, what, these, people.

Universal quantifiers - being a form of generalization, and ultimately lead to deletion of information. Universal quantifiers follow the generalization of certain terms and include them in the strongest semantically categories. Forms of universal quantifiers: always, everything, everyone, never.

Substantivization - are designed to turn an action into an object or to make the transition from active to passive voice. For example: The sales growth is primarily based on company sales agents, a claim which can be transformed into: Salespeople want to increase the company sales.

Previous experience search - the words fulfill the reference role in an operation. However, the search must satisfy certain conditions: to be the most recent in a particular category, to express the full content search. If these two conditions are met, then that specific word, on the one hand helps to access a

certain memory, and secondly it serves to set it, turning it in that way, into an anchor. For example the word sale means searching until they find the last made sale, and this will be used as a reference point in discussions or analysis that will take place.

Nonspecific verbs - are in most cases sensory verbs - believe, know, feel, touch, see - aimed at activating the senses, so that the combination of the senses and a certain activity can be as good as possible. For example: I think I made a good impression. Why do you think you've made a good impression? We saw the way he looked at us and at the contract!

Modal operators - are grouped into two categories - the opportunities and needs. Modal operators of possibility: can, perhaps, impossible, should. Modal needed operators: should, must, it is necessarily to. The difference between the two operators is that the operators of possibilities help to motivate a person, while the need ones help to establish the follow-up actions.

Assumptions - it is an operation that is used when there is insufficient information either to make a decision, or to estimate the future evolution of a phenomenon. This operation is based purely on intuition and refers only to a future place where the action will happen. For example: "Their team has managed to achieve their sales plan also. Should I understand that you've reached your sales plan?" (Bandler, 1993, p. 98).

Mind reading - this operation is closely connected with the supposition one because these two operations form a cause and effect process. For example: I know what you are thinking of. You should not be upset - the unfolding of certain cognitive processes provides sufficient information to decipher a particular behavior.

Cause - effect relationship - any two events can be viewed as a cause and effect relationship provided that they have mutual conditioning. The verbal description of this type of relationship does nothing else but to clarify certain aspects of it. For example: These excuses annoy me! More specifically why do these excuses annoy you?

The importance of sensory experience - non verbal language in its entirety, and environmental information obtained through the senses, interpreted in a certain period of time, can provide the information necessary to make a decision or to interpret as objectively as possible some environmental information.

Complex Equivalence - links the two separate events. It means finding the gap word, its reintroduction into another sentence without changing its meaning. Because of this, the complex equivalence may lead to misunderstanding or even limited understanding. Therefore this operation should be checked using two simple questions: does it really refers to this? Or how can this be verified? For example: My secretary has resigned. By the end of the year I'll be in bankruptcy. Are you saying that your success in business depends on your secretary's employment status?

Judgments - are value judgments that do not have the basis of assessment.

For example: The individual motivation is more important than the group one. Who says so?

Milton model uses a non-specific, ambiguous language. Using the language it is passed from conscious to the unconscious state, aiming to reduce the rational control on the conscious so that the resource states to be more easily accessed and modified to achieve the desired result.

Milton model consists of: causal links, ambiguity and fixed orders. The causal links are a direct causal connection between two events. For example: Once you start selling you will not be able to stop. Ambiguity is using in a sentence words or phrases with multiple meanings. They are designed to distract attention, to interrupt the conversation or to move toward one point sending a specific message. Ambiguity can be - phonetic and syntactic.

Phonetic ambiguity - the action is done through a word, but best results are obtained by combining it with a certain phrase structure of the sentence. For example: It is admirable how you have managed to increase the company sales.

Syntactic ambiguity - the common part of two partially overlapping sentences can be composed of a word or more. For example: When I was a salesman I just wanted to make big sales, big sales are now made only by teams.

Fixed orders - is the changing of different aspects of behavior - tone, voice accent, tempo, etc. - so that they take an order form. For example: You need not work very hard to have good sales.

Milton model in its operation does not seek specific information, but some general information. "Milton Model allows the person who communicates to make specific affirmations, but very generals now meter of the message. Milton model offers the user a language structure which is omitted almost complete content (Knight, 2007, p. 151)." With background information some commands can be transmitted more easily. These commands are designed to easily pass from the conscious barrier and to influence the unconscious. In this sense, the general information is continuously subjected to a process of generalization, omission and distortion. Generalization - because information, even if not complete, must characterize the environment as good as possible. Omission - any information that passes its own filter is customized according to the moods which that person is currently having. Distortion - such personalized information is generalized and retransmitted to the environment as having truth value and being undisputed. "The Milton model is a way of using language to induce and maintain trance in order to contact hidden resources of our personality. It follows the way the mind works naturally. Trance is a state where you are highly motivated to learn from your unconscious mind in an inner directed way" (O'Connor, & Seymour, 1993, p. 114).

All these stages in the operation of Milton Model do nothing else than to alter the information received from the environment and appear highly subjective interpretations and often wrong based on the fact that a person's feelings were attached to certain information. Thus, information has become something much too

personal for that person to be able to dispose of that information and accept that it is not correct.

The metaphor - is defined as "the transfer of relationship between a set of objects and the other in order to obtain some explanation" (Dilts, & Lozier, n.d.b). "The metaphor is the figure of speech where it is talked about something as if it were something else" (Dilts, 2007, p. 226). "Metaphors are memorable and can contain emotions as well as learning. Humour is ideally suited to metaphor. A great metaphor well can lead an audience through many emotional states, from humour to heartbreak" (Molden, 2007, p. 152). It includes two main components: isomorphism and symbolism. An isomorphic metaphor presents the analogies in the story as realistically as possible. The symbolic metaphor uses a central element as symbolic representation. At the same time, that element has a dominant role in the metaphor, so that all relationships in that certain metaphor and all who come in contact it relate to the that specific element.

The main advantage of the metaphors is that they are easily able to overcome the barriers of consciousness, reaching the unconscious. In this state, finding a solution is much easier with the problem as a starting point provided by the metaphor. The metaphor brings with it a problem at the subconscious level, to which is found the optimum solution based on knowledge, skills, and experiences belonging to that certain person.

### **The changes proposed for 3M method**

The meta-model orientation, so that to respond in real time to environmental issues. This can be achieved by optimizing the communication elements and eliminating the ones containing ambiguity, because they create limitations, confusion and misunderstanding. This can be achieved by replacing the words and constructions with questionable content in the usual language, so that their share in the total vocabulary in a reasonable time to develop as less as possible. Ambiguous words have in their content a large amount of information that either does not clarify certain issues, or generate new meanings. For this reason, these buildings should be avoided wherever possible.

In the meta-model it can run a language model based on priorities - when a person receives information from the environment there are looked only words or syntactic structures related to that information. Thus the risk of finding and using words and syntactic structures containing ambiguity becomes increasingly lower.

They use of verbal language which also contains action triggering elements so that to create the mental activity and to ensure resistance in the message after sending message. The use of action triggers is aimed at improving the results obtained using Milton Model. This can be achieved because of the joint action of two factors - Milton model and action triggers - both elements having a particular capacity to overcome the barrier of consciousness. So replacing the simple words, the action verbs, it can be increased the efficiency of this method because it

provides both an easier message transmission and a storage easier than other methods.

The improvement of the system of representation will be aimed at diversifying the perceptions using metaphors, given that the metaphors have a leading role in achieving perception. The improvement of metaphors, how to build them will be aimed at achieving a good encoding of reality, the use of values, beliefs, customs will aim to enhance the relations between values and the identity of the person concerned, it will be more rooted in the environment through the information which they obtain.

### **The analysis of the implications of 3M method changes**

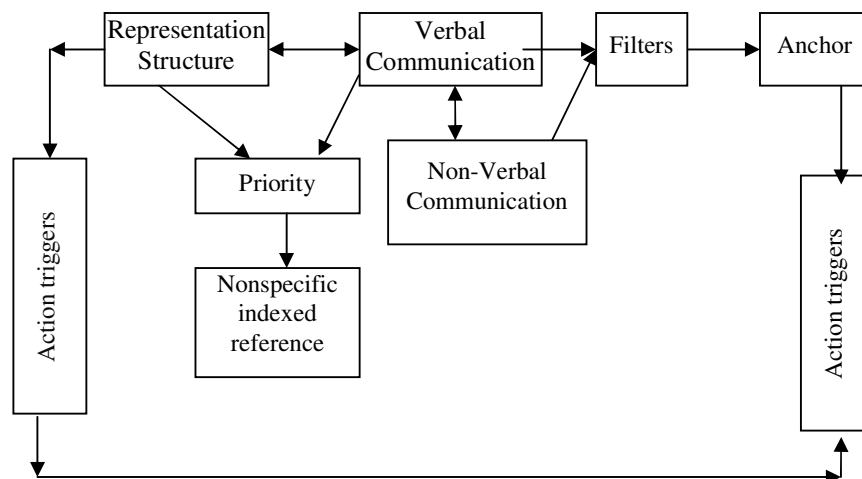
The elimination or marginalization of structures within the communication with a certain content of ambiguity is able to achieve the optimization of communication. On the other hand, the functioning of a language model based on priorities would not do anything other than filter the elements that cause disturbances in the communication process. Using this communication model would optimize the communication process in the sense that when a person receives an information from the environment and tries to find some references, the model helps the person to seek only information about that reference, so that the use of words that contain a certain degree of ambiguity is eliminated in a large proportion.

Using the action triggers in the Milton Model would have multiplier effect on the hypnotic effect because they have a greater capacity to transmit specific information, including orders for action to the words or regular verbs. In this way the effectiveness of this model would increase and the time used for the transmission of certain orders would fall.

The new method will work as follows: in terms of communication elements that make up the structure, they can be optimized, meaning that those items that contain ambiguities can be eliminated in order to improve the communication. Using this model based on the priorities for communications, information may be directed to a specific reference, thereby eliminating the possibility of using words with ambiguous meaning. Secondly, the optimized language and the one using elements of Ericksonian techniques can be combined with using the motivational triggers to lead to the improvement of the efficiency of using this method.

Improving the quality perceptions will aim to improve the information collected from the environment and undergone to the process of filtering. The improvement of metaphors, how they are built will be aimed at achieving a higher

coding of information from the environment, the more efficient the metaphors become the better the information is encoded. Using the widest scale of beliefs, habits, values, it will be aimed at creating a much stronger connection between the certain person and the environment. Based on the components of the methods presented, it can be developed a graphic representation of this new method with the use of their main components. They are presented in Figure 1.



**Figure 1 The relations within 3M method**

Within this new method, the structure of representation is to find the best anchor so that environmental information can be associated with an environmental triggering stimulus according to a specific context or in response to a specific request. Thus, the information coming from the environment is prioritized according to the anchors to be completed and the duration of their release. On the other hand, the information already anchored is ordered according to certain criteria, the criteria established by nonspecific indexed reference, its criteria being in general the temporal one, so the action sought being the closest one. All this structure undergoes an acceleration process by introducing in the communication process different action triggers. They follow to overcome certain routines of communication or to overcome some barriers of communication that a person can encounter in this process, thus following the efficiency of this process in terms of communication, but it also seeks to achieve certain objectives set out previous and which must be achieved in the communication process.



### **Conclusions**

The new method aims to optimize the communication process, the elimination of as many as possible ambiguous elements in the communication process and targeting it to a specific reference, to achieve a specific objective.

Optimizing the communication process will lead to the improvement of the organizational performance in general and in particular team, to eliminating the semantic construction that generate misunderstandings, but also to an easier messaging within an organization or a group.

The removal of ambiguous items will lead to a faster understanding of the message and to an easier reception by the recipients.

The search process to nonspecific indexed references will lead to their hierarchy according to their importance, based on priority, according to their representativeness. Thus, the references will have to meet simultaneously at least two criteria: to be as relevant and new as possible. In this way, through these references the communication process is improved, the new information from the environment is updated with the most important references related to a particular aspect of a certain period of time.

Targeting to a specific reference will lead firstly to the creation of a stronger link with the anchor or anchor system used - with role in accessing the inner resources states - and secondly it will create a stronger link between a specific reference - image, sound, moment – and the system of representation with the goal to extract the most complete and relevant information in the certain situation using its help from the environment.

By improving the metaphors, how to build them, the analogies used will lead to improved solutions that a person finds at the unconscious level for the real issues; the increase of perceptions will lead to the creation of closer links with the representational system and to gather the information of better environmental quality.

In this way, the communication process is improved significantly, it is reduced the use of ambiguous elements, the communication process is optimized, the references are ranked according to their importance and priority, there are created stronger links between the representational system and the references, but there are also pursued the uses of analogies so that the solutions to various problems to have in most cases an internal source, not an external one.

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