

# The Compassion Technique<sup>©</sup>

## *Instructions for facilitating a **Group** session*

This document contains:

- The instructions for facilitating a Compassion Technique session with a group.
- Step by step explanation of the background of each step.

Remark: the steps where the group session differs from a live one-on-one session are indicated in **flu** so you can immediately spot where the differences are located.

Potential results after applying the Compassion Technique with a coachee:

- The coachee experiences compassion, inner peace and balance within 20 minutes.
- The coachee carries less emotions from previous experiences into the future.
- The coachee notices solutions again when they are stuck.
- The coachee has fulfilling conversations and relationships.
- The coachee experiences more freedom.
- The coachee's consciousness grows.

There are several "dimensions" to the Compassion Technique:

- The amount of people that is involved during the process:
  - Alone
  - With a partner or a coach
  - With a group
- Situations
  - The coachee has a conflict with someone or feels tension in the relationship. Most of the times it is a situation where he feels disadvantaged, misunderstood, frustrated, angry, sad, irritated or was affected in another way by the actions of behavior of the other person.
  - The other person behaves like a victim or the coachee feels like he has to take care of them.
  - There is a lot of self-criticism of self-judgment inside the coachee.
- Format
  - Without a facilitator
    - Follow the steps of the text (or video or audio) with a fixed order of questions.
    - Follow the steps of the text (or video or audio) using your own set of cards (the questions are random).

- With a facilitator
  - Live session.
  - Virtual session via Skype, Zoom, GoToWebinar or another technology.

In this document we will focus on these dimensions:

- Amount of people: a group.
- Situation: choice between:
  - The coachee has a conflict with someone or feels tension in the relationship. Most of the times it is a situation where he feels disadvantaged, misunderstood, frustrated, angry, sad, irritated or was affected in another way by the actions of behavior of the other person.
  - The other person behaves like a victim or the coachee feels like he has to take care of them.
- Live session.

## Setup

Important: The Compassion Technique is an inner process. In fact, the coachee is able to do it all by him- or herself. When you facilitate him or her in this process, it is only to guide the coachee through the steps quicker and to be present (= you hold the space for them). It remains an inner process without talking about what the situation actually is about.

Remarks:

- This setup helps the coachee to stay out of stories.
- This setup supports you to not fall into the trap of saving the coachee or coming up with solutions yourself.
- This setup helps to have the coachee feel that they can handle the situation themselves (taking back their own strength or “self-healing abilities”) and that they can do the Compassion Technique on their own.
- In short, the facilitator’s role is to only guide the coachee through the steps, to create a “holding space” by being present in his or her center and to see the inner strength of the coachee.
- Note: read the section “Step by Step Explanation for Facilitators” below to understand the background of each step and see where the differences are regarding a live one-on-one Compassion Technique session.

## Preparation of the facilitator

- Instructions as below.
- A set of cards.
- Pen and paper to take notes (for when there are multiple tensions or emotions in the beginning which you can refer to later).
- Make sure you are centered yourself. If necessary, prepare by doing the Whole Brain Position yourself before the session.

## Difference between a one-on-one session and a group session

The instructions to facilitate a Compassion Technique session for a group of people look a lot like a one-on-one session. However, there are a few points of attention when working with a group.

These are the most important points of attention:

- There are two ways of setting up a group session:
  - First a demonstration with one person, then a session with the whole group.
  - Immediately with the whole group.
- If it is the first time that the group experiences the Compassion Technique, it is advised to first do a demonstration with one person, then have the group ask questions and finally work with the whole group.
- If the group is already familiar with the Compassion Technique (or when there is not enough time and enough trust in the facilitator), the demonstration can be skipped.
- Note: we encourage to limit the amount of people in a group session to 20. The reason is this group size is still small enough to see whether or not their eyes are closed. In a group session we work with the eyes open or closed as an indicator when to go to the next step.

## Part 1: Demonstration with one person

This is like a normal one-on-one Compassion Technique session.

### Introduction to share with the coachee before you start with the Compassion Technique<sup>©</sup>

- The Compassion Technique is an inner process. Hence, you don't need to tell me what it's about.
- Some instructions will be given, and some questions will be asked. The resulting actions and answers happen in silence.
- When I do expect an answer to a question, I will explicitly say so. This will only happen a few times.
- Take a piece of paper and a pen for when you want to write down an insight.

### Steps of the Compassion Technique<sup>©</sup>

Remarks: you speak out loud the instructions below. The *instructions in italic* are only for you, you don't need to voice them towards the coachee.

1. Remember a recent situation at work or in your private life, with one other person involved, where you felt a lot of tension. You felt resentful, frustrated, angry, sad or quite irritated by the behavior of the other person. This could be a colleague, boss, fellow employee, customer, supplier or business partner. Or it could be your (ex-) partner, child, parent, family member, neighbor, club member, ...
2. Rate this tension with a number from 0 to 10, with 0 being no tension at all and 10 is feeling completely overwhelmed by tension. Voice your tension towards me.  
*Note: it's only useful to do this regarding situations where the number is higher than 3. When lower, the coachee is not truly bothered, and they can handle it. therefore, pick a different situation when the number is 3 or lower.*
3. Close your eyes. Visualize the other person. For some people this will be an image, others will rather feel or hear it.
  - a. Where is this other person located? In front of you, behind you, to the left, to the right, at an angle? How far away does this person stand and whereabouts

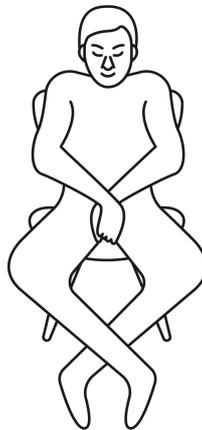
- does he or she stand compared to you? What do you see, what do you hear, what do you feel, what do you smell or what do you taste?
- b. How tall is he or she? And how tall are you?
  - c. If you can perceive it: how is his or her facial expression? Angry, frustrated, neutral, happy...? How is your facial expression?
  - d. Open your eyes when you have the image.
4. Name the tension. Which word would you attach to it? Which emotion or which feeling? What is the main feeling and emotion in yourself? Is there just one emotion or are there several ones? When there are several emotions: name every tension and give every tension a number from 0 to 10. Voice these to me. Pick the tension with which you experience the most tension. We will come back later to the other tension.
5. Sit on a chair.
- a. Sit in the Whole Brain Position. *Note: see drawing of Whole Brain Position after the final step. Show it yourself first.* Cross your ankles, right over left and place your feet underneath the chair so they touch the ground. Keep your arms stretched out in front of you, parallel to the ground and with your palms outwards. Cross your wrists, left over right and interlock your fingers. Put your hands in your lap or roll them further up until they rest on your chest.
  - b. Close your eyes.
  - c. Breathe in and out deeply three times.
  - d. Imagine there's a little golden ball above your head. Imagine it is sinking through the top of your head, in the center. Imagine it keeps sinking further, behind your eyes, behind your nose and through your mouth, through your throat down to your chest, until it gets to your heart. Keep the little ball there and also focus your attention there.
  - e. Remain like this for a minute or so, until you feel you are relaxed or until your eyes automatically open, followed up by putting your arms and legs back into a neutral position.
6. *If you prefer, have the coachee mingle the cards. Explain that sometimes rational answers will pop up, sometimes just a feeling and sometimes nothing. Everything is OK. If nothing pops up, the card will be put aside and you can continue to proceed.*
- a. Pick one card. Read the question aloud. Close your eyes and just be with the question for about 30 seconds, even if the answer will come to you immediately. Reflect or feel if there's something else coming up. If an answer reveals itself, keep it to yourself, there's no need to say it aloud. When you are ready with the question, open your eyes. Put the card aside.

- b. Take the second card. *Have the coachee put the card aside when he or she is done with the question.*
  - c. Take the third card. *Have the coachee put the card aside when he or she is done with the question.*
  
7. Reflect on your answers. Check if you gained insights in the other person, in yourself or in your relationship. If you want, you can write down the answers, insights or questions.
  
8. Close your eyes. Visualize the other person again and see if there are differences compared to the previous visualization.
  - a. Where is this other person located? In front of you, behind you, to the left, to the right, at an angle? How far away does this person stand and whereabouts does he or she stand compared to you? What do you see, what do you hear, what do you feel, what do you smell or what do you taste?
  - b. How tall is he or she? And how tall are you?
  - c. If you can perceive it: how is his or her facial expression? Angry, frustrated, neutral, happy...? How is your facial expression?
  - d. Open your eyes when you have the image.
  
9. Go back to your initial emotion. Rate this with a number between 0 and 10.
  - a. Is the number the same, more or less? Say this aloud.
  - b. *If the number is equal or smaller than 3, you can check if there is another "negative" emotion and if so, if that one is bigger than 3. This could have been said at the beginning or popping up just now. When there is no other "negative" emotion, proceed to step 10. When there is, continue with the new emotion from step 6.*
  - c. *If bigger than 3, continue to do another round (steps 6 till 9).*
  
10. Get back into sitting in the Whole Brain Position. *Note: see drawing of Whole Brain Position after the final step. Show it yourself first*
  - a. Close your eyes. Cross your ankles, right over left and place your feet underneath the chair so they touch the ground. Keep your arms stretched out in front of you, parallel to the ground and with your palms outwards. Cross your wrists, left over right and interlock your fingers. Put your hands in your lap or roll them further up until they rest on your chest..
  - b. What is the feeling which has replaced the initial emotion? Say this aloud.
  - c. Feel this new feeling regarding this person in that situation.
  - d. Unlock your ankles when you have completely felt this feeling through.
  - e. Unlock your wrists and put your finger tips against one another (left thumb against right thumb, left index finger against right index finger, etc.) press

them against each other for about 10 seconds while you are in contact with this new feeling.

- f. While you continue pressing your fingertips against each other and keep staying in contact with this new feeling, you open your eyes. Look at your fingertips for 10 seconds and release them afterwards.

### Whole Brain Position



## Part 2: Compassion Technique<sup>®</sup> session with a group

The instructions to facilitate a Compassion Technique session for a group of people look a lot like a one-on-one session. However, there are a few points of attention when working with a group.

These are the most important points of attention:

- You can't check with each individual where they are in a certain step or when answering a question. That's why it is important to always give the instructions to close the eyes in each step and open them again when the individual is ready with this step. When the eyes of all participants are open, you can proceed to the next step.
- You draw the cards for the whole group. You need to explain this briefly.
  - Alternative: if every participant has a set with cards, they can draw their own card.
- Some participants will be ready after one round, others after two rounds, etc. It is advised to ask them to sit in Whole Brain Position and support the others in that way in silence.
- When everybody is ready, the group takes the last step together and finishes at the same time.

### Introduction to share with the participants before you start with the Compassion Technique

- The Compassion Technique is an inner process. Hence, you don't need to tell anyone what it's about.
- Take a piece of paper and a pen for when you want to write down an insight.

### Steps of the Compassion Technique<sup>®</sup> for a group

Remarks: you speak out loud the instructions below. The *instructions in italic* are only for you, you don't need to voice them towards the coachee.

1. Remember a recent situation at work or in your private life, with one other person involved, where you felt a lot of tension. You felt resentful, frustrated, angry, sad or quite irritated by the behavior of the other person. This could be a colleague, boss,

fellow employee, customer, supplier or business partner. Or it could be your (ex-) partner, child, parent, family member, neighbor, club member, ...

2. Rate this tension with a number from 0 to 10, with 0 being no tension at all and 10 is feeling completely overwhelmed by tension. **Keep this number to yourself.**  
*Note: it's only useful to do this regarding situations where the number is higher than 3. When lower, the coachee is not truly bothered, and they can handle it. therefore, pick a different situation when the number is 3 or lower.*
3. Close your eyes. Visualize the other person. For some people this will be an image, others will rather feel or hear it.
  - a. Where is this other person located? In front of you, behind you, to the left, to the right, at an angle? How far away does this person stand and whereabouts does he or she stand compared to you? What do you see, what do you hear, what do you feel, what do you smell or what do you taste?
  - b. How tall is he or she? And how tall are you?
  - c. If you can perceive it: how is his or her facial expression? Angry, frustrated, neutral, happy...? How is your facial expression?
  - d. Open your eyes when you have the image.
4. **Name the tension in silence.** Which word would you attach to it? Which emotion or which feeling? What is the main feeling and emotion in yourself? Is there just one emotion or are the several ones? When there are several emotions: name every tension and give every tension a number from 0 to 10. **Keep this to yourself.** Pick the tension with which you experience the most tension. We will come back later to the other tension.
5. Sit on a chair.
  - a. Sit in the Whole Brain Position. *Note: see drawing of Whole Brain Position after the final step. Show it yourself first.* Cross your ankles, right over left and place your feet underneath the chair so they touch the ground. Keep your arms stretched out in front of you, parallel to the ground and with your palms outwards. Cross your wrists, left over right and interlock your fingers. Put your hands in your lap or roll them further up until they rest on your chest.
  - b. Close your eyes.
  - c. Breathe in and out deeply three times.
  - d. Imagine there's a little golden ball above your head. Imagine it is sinking through the top of your head, in the center. Imagine it keeps sinking further, behind your eyes, behind your nose and through your mouth, through your throat down to your chest, until it gets to your heart. Keep the little ball there and also focus your attention there.
  - e. Remain like this for a minute or so, until you feel you are relaxed or until your eyes automatically open, followed up by putting your arms and legs back into a neutral position.

6. **Shuffle the cards.** Explain that sometimes rational answers will pop up, sometimes just a feeling and sometimes nothing. Everything is OK. If nothing pops up, the card will be put aside and you can continue to proceed.
  - a. **As a facilitator, pick one card. Read the question aloud. Repeat the question.** Close your eyes and just be with the question for about 30 seconds, even if the answer will come to you immediately. Reflect or feel if there's something else coming up. If an answer reveals itself, keep it to yourself, there's no need to say it aloud. When you are ready with the question, open your eyes. **Put the card aside.**
  - b. **As a facilitator, pick a second card. Read the question aloud. Repeat the question. Put the card aside.**
  - c. **As a facilitator, pick a third card. Read the question aloud. Repeat the question. Put the card aside.**
  
7. Reflect on your answers. Check if you gained insights in the other person, in yourself or in your relationship. If you want, you can write down the answers, insights or questions. This writing is only for yourself, there is no need to tell anybody what it is about.
  
8. Close your eyes. Visualize the other person again and see if there are differences compared to the previous visualization.
  - a. Where is this other person located? In front of you, behind you, to the left, to the right, at an angle? How far away does this person stand and whereabouts does he or she stand compared to you? What do you see, what do you hear, what do you feel, what do you smell or what do you taste?
  - b. How tall is he or she? And how tall are you?
  - c. If you can perceive it: how is his or her facial expression? Angry, frustrated, neutral, happy...? How is your facial expression?
  - d. Open your eyes when you have the image.
  
9. Go back to your initial emotion. Rate this with a number between 0 and 10.
  - a. Is the number the same, more or less? **Keep this number to yourself.**
  - b. **If the number is equal or smaller than 3, check if there is another "negative" emotion and if so, if that one is bigger than 3. This could have been noticed at the beginning or popping up just now. When there is no other "negative" emotion, sit in Whole Brain Position with your eyes closed until the whole group is finished. You support the group by doing this. If a new emotion did pop up, focus in the next round on the new emotion.**
  - c. If bigger than 3, participate in another round *(steps 6 till 9)*.
  - d. **If after 4 rounds, there are still participants left with a number that is bigger than 3, ask them how they feel and if they experience the situation and the**

other person differently. Ask them if this is enough. Most of the times this is the case. If not, you can do the visualization as described in the notes below.

10. Get back into sitting in the Whole Brain Position. *Note: see drawing of Whole Brain Position after the final step. Show it yourself first.*
  - a. Close your eyes. Cross your ankles, right over left and place your feet underneath the chair so they touch the ground. Keep your arms stretched out in front of you, parallel to the ground and with your palms outwards. Cross your wrists, left over right and interlock your fingers. Put your hands in your lap or roll them further up until they rest on your chest.
  - b. What is the feeling which has replaced the initial emotion? **Keep this feeling to yourself.**
  - c. Feel this new feeling regarding this person in that situation.
  - d. Unlock your ankles when you have completely felt this feeling through.
  - e. Unlock your wrists and put your finger tips against one another (left thumb against right thumb, left index finger against right index finger, etc.) press them against each other for about 10 seconds while you are in contact with this new feeling.
  - f. While you continue pressing your fingertips against each other and keep staying in contact with this new feeling, you open your eyes. Look at your fingertips for 10 seconds and release them afterwards.

Drawing Whole Brain Position



## Step by step explanation for facilitators

1. The participants focus on one situation and one person. This is not voiced by them. This is the starting point of the process. We deal with one situation per session. If there are more situations, the Compassion Technique will be applied multiple times.
2. In the process, we continually check the progress by giving it a number. In this step we determine the starting number. It's only useful to do this for situations in which the number is higher than 3. If it is 3 or lower, this situation doesn't affect the participants too much and they can handle it. Have them choose a different situation if the number is 3 or lower. **Ask the participants to keep the number to themselves.**
3. The visualization is not necessary, but it helps a lot of people. In this step, we are looking at the starting situation. This "softens" during the different rounds most of the time. A coachee can for example experience that the other person is very close in the beginning and very far away at the end. In that case, there is more room for both. Also, the place where the other person is standing at the end (in front, left, right, behind, diagonally) can feel more comfortably. What can happen as well is that the facial expressions will become softer. There are so called "sub modalities" woven into the questions. Some people prefer seeing, others prefer hearing, feeling, smelling or tasting. For those that have difficulty getting a picture, it usually helps to offer the other sub modalities. If one of the participants really has difficulty visualizing, you can say it is not necessary. **In that case, you can leave out the checks in the other rounds.** Sometimes it can be necessary to explain to very rational people that visualizations are something that top athletes use to get better results. Tell the participants that the internal process doesn't have to be said out loud.
4. This is the last step in defining the starting situation. Putting a word on the tension is already the first step in the process. Oftentimes it is the first time someone really contemplates what it is about. **Ask the participants to keep the word to themselves.** You might help to find the right word. Ask if perhaps there is a second word, emotion or feeling. If that's the case, ask to give every word, emotion or feeling a number on a scale from 0 to 10. You then work with the word that has the highest number. This number will normally go down in the next steps. Sometimes the tension can get a bit higher but most of the time it's about a second emotion that comes up. For example, the beginning emotion was anger with an intensity of 9 out of 10. In round 2 anger can get down to 5. In round 3 sadness can come up with an intensity of 7. If we only look at the tension, it seems like it has gone up. If we look at the emotion, we will probably see that anger has gone down even further to 4, but that a new emotion (sadness) has come up. In the next round, we will work on that new emotion (sadness). When the new emotion (sadness)

has gone down to 2, the original emotion (anger) has also gone down to a number of 3 or less.

5. This is the step to help center the participants. After ending the Compassion Technique, you can come back to this step and share that this is an easy stress release or center exercise. It is an easy and powerful technique for which the participants don't need instructions or coaching.
  - a. Demonstrate the Whole Brain Position. Often, that's easier than explaining it.
  - b. The participants can feel weird doing this. In that case you can explain why we do it (if necessary you can explain it afterwards). The reason we apply the Whole Brain Position is because stress or tension can lead to (partially) blocking a part of the brain. With the Whole Brain Position we regain access to our whole brain.
  - c. So, when we experience tension, a part of our brain is kind of "being paused" or "disconnected". In other words, we don't have access to our whole brain capacity anymore to deal with a situation and that often overwhelms us even more. How does that show?
    - i. Example 1: we only go in "feeling" mode. We don't have access to practical solutions anymore. For others we look like we are running around like a crazy person. We are stuck in emotions. This disconnection often happens to women.
    - ii. Example 2: we only go in "rational" mode. We don't have access to our emotional side anymore. For others, we seem cold and distant. This disconnection often happens to men.
  - d. The action of crossing the limbs over the central meridian of the body during the Whole Brain Position connects the different parts of the brain.
  - e. Breathing in and out helps to calm down. Participate in doing this, especially if you notice participants breathing in a very shallow way.
  - f. Visualizing the golden ball and the dropping of the ball helps to calm down and to put the focus on the vertical line which causes someone to be more centered. The golden color is to indicate the importance of it. Stopping at the heart and dwelling on it is for people (especially men) that don't have any connection with words like "making contact with your heart".
  - g. You can also determine the time to stick with the attention in the heart region yourself. When you feel that the participants are calm enough, you can ask to open their eyes again.
  
6. After the participants have been centered by the previous step, there is more space to go to neutrality and compassion. This step is about an internal process in which the participants don't voice the *answers* to the questions.

Picking cards with questions has different aspects:

  - a. Shuffling the cards in front of the participants can help them get the feeling that this session is especially for them and that there is no fixed order in the cards.

- b. In a lot of methods, the mind, the reason, the ratio or the ego is being put on hold or not allowed to participate. What happens sometimes, is that it rebels and it questions the method or the facilitator. By using questions, we involve this part and make sure it becomes part of the solution.
- c. There is no right or wrong answer to a question. It is all about what the question does to a participant. The effect is that there will be more compassion, or at least neutrality. The other person will be experienced less as a perpetrator and the coachee himself gets more power. Oftentimes ideas will pop up on how to handle a situation or a person differently.
- d. The questions have a different effect on different people. Sometimes someone immediately knows a rational answer on a question, sometimes it takes a while. Sometimes there will be no rational answer but the participant feels something changing, physically, emotionally or mentally. Sometimes a participant understands the importance of the question but doesn't have an answer yet. Then it is like a seed that has been planted and that will sprout later. It often happens that a participant would like to write something down. Encourage this. Sometimes the participant doesn't have an answer to the question or a connection to the question. That is also okay.
- e. Have the participants deal with a question for at least half a minute. Even when there's an immediate answer, it might be good to spend more time with a question, in order to get extra answers or more nuances. Often the immediate answer comes from the ratio and the feeling or heart hasn't had the chance to also get involved. If the coachee is resisting too much, try to follow your own intuition to either have the coachee be with the question a bit longer or proceed to the next one. Avoid that friction is created between you and the participants. However, the result of not being long enough with a question could be that more questions (rounds) may be needed to have the tension decrease. If that happens, don't worry, let it happen and trust the process.
- f. The reason there are three questions per round, is to guarantee that at least one question spoke to a participant.
- g. Behind every question, there is a whole framework. The pitfall for the facilitator is to explain it. Don't do that. Let the questions do their job, also when you notice that the coachee doesn't (fully) understand them. Trust the process. Let the participants wait for the next question when they really don't understand the question.
- h. As a facilitator you draw the cards for the whole group. The whole group works with the same question at the same moment (but for their own specific situation). When each participant has their own set of cards, an alternative is that each participant draws a card for themselves.
- i. The questions that have been answered are put aside and not put back into the set. In this way every time a new question that shines light from another angle to the situation, will pop up.

7. Have the participants take a moment to reflect on what happened in silence. Give them the opportunity to write down an insight or idea.
  
8. This is a check in between. It is not really necessary, but it does help plenty of people feeling that a change is occurring than just saying a number.
  
9. Check the number.
  - a. As discussed in step 4, the number usually goes down. Usually the number has decreased to 3 or below after no more than 4 rounds. **When that's not the case (for example when the number is still 5), ask how the remaining participants feel and if they experience the situation and the other person differently. Ask them if this is enough.** Sometimes that's the case. Sometimes a 5 could be such a relief and difference that for the coachee it is enough for the time being. Often new insights are gained and how to deal with the situation and/or the other person. This may be enough for now. In other cases, it might be good to do another step. What may help is this visualization:
    - i. "Visualize the other person again. Put them on a distance which is comfortable to you. Now focus on the little golden ball near your heart. Enlarge it. Keep making it bigger until it is a ball or egg in which you fit. Feel the strength it gives you. Now look at the other person. See that this person also has a golden ball in their heart's region. Maybe you have to search and probe a bit because it's covered with other things like worries or emotions. But if you look attentively, you will see the golden ball. Let it grow bigger so that the other person is also inside the golden ball or egg. Say to yourself: I feel my inner strength. You feel your inner strength. You were the trigger of my feeling, not the cause. I wish myself that I am fully in my loving strength. I wish you that you are fully in your loving strength." *Wait for a moment and give some time to allow it to happen. Then say: "when you are ready, you may open your eyes."*
  - b. As indicated in step 4, there can be multiple tensions in the beginning or they can originate after another tension has decreased in intensity. Make sure to check this if this is mentioned in the beginning. If you feel that a different tension or "negative" emotion has popped up, check with the coachee if this actually happened or not.
  - c. **Have the participants who are ready, sit in the Whole Brain Position with their eyes closed and in silence. In this way they support the other participants who continue with a next round. They kind of hold the space for the other participants.**
  
10. The end: Whole Brain Position.
  - a. Demonstrate the Whole Brain Position again.

- b. Explicitly ask to describe the new feeling. **Have the participants keep this feeling for themselves.** Usually this is a feeling related to calmness, understanding, peace, inner balance, neutrality or compassion. Encourage the participants to make the connection with this new inner feeling regarding the situation with the other person. Allow enough time for this.
- c. The reason for pressing the finger tips to each other, is to anchor the new feeling, like in NLP (neuro-linguistic programming).