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IDENTIFICATION OF ATTRIBUTES OF NEURO-LINGUISTIC PROGRAMMING (NLP) STRUCTURE WITH THE FOCUS ON COMMUNICATION AND TECHNIQUES OF ITS IMPLEMENTATION IN MANAGERIAL WORK

Budiman A., Frankovský M., Birknerová Z., Benková E., Rajiani I.*

Abstract: Effective communication is one of the basic pillars of activities for which cooperation of people is inevitable. At the same time, it is also a significant issue discussed in the context of managerial work, entrepreneurship, business, services, and many other areas of economic environment. Neuro-Linguistic Programming (NLP) is a significant attribute of improving the quality and effectiveness of communication. The NLP concept explains seemingly autonomous behaviour as constructed behaviour created by the series of consecutive stages which we often perceive as one action. By accepting the fact, that what we experience comes from programmed sequences of thinking and behaviour, NLP provides us with the knowledge and tools for discovering the structure of these programmes. Based on the identification of the attributes of neurolinguistics programming structure with the focus on communication and techniques of their implementation in managerial work, the aim of the paper is to verify the methods, which enable to specify the factors of assessing NLP in managerial work. The research was carried out on the sample of 124 managers, out of which 58 were women and 66 men. Based on the research results, two original NLP methods were verified: NLPC - Neuro linguistic programming communication and NLPT - Neuro linguistic programming techniques. By the means of a factor analysis, the factors of Representational systems and Rapport were extracted within the first methodology. Within the second methodology, the factors of Leading and Pacing were extracted. In the paper, the researchers present the basic psychometric parameters of both methodologies - eigenvalues, the percentage of explained variance, Cronbach's alphas, intercorrelations of factors. Both methodologies contribute to the operationalization of the NLP issue. These methodologies can be used in managerial practice mainly in the area of education and training of managers.

Key words: Manager, Neuro Linguistic Programming (NLP), Communication, NLPC Methodology, NLPT Methodology, Representational Systems, Rapport, Pacing, Leading

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Introduction

The effectiveness of managerial work in current conditions, which are according to Drucker (2001) characterized by dynamics, turbulence, and continual changes, is related to the development of managerial competences. These competences enable not only to meet the demands, but they also enable to see an opportunity in them (Peters and Waterman, 1982), they even enable to suggest and carry out these changes (Peters and Waterman, 1992). The effectiveness of management in this context is multifactor-conditioned and at the same time, it is interdisciplinary examined. In this connection, an important role is also played by the form and way of communication among people. From the point of view of the effectiveness of managerial work, mainly in the social context, the issue of communication skills has a dominant position according to McKay, Davis, and Fanning (1995).

Neuro-Linguistic Programming

Neuro-Linguistic Programming (NLP) is one of the possibilities how to improve the quality and effectiveness of managerial communication. According to O'Connor and Seymour (1998), in 1976 Bandler and Grinder generalized their findings into a system which they named Neuro-Linguistic Programming. This construct includes three attributes:

1. Neuro – it relates to our thinking, perception, to trains of thoughts in our brain and a nerve system, which creates the basics for any type of behaviour (Alder, 2002). According to Lübeck (1996), neuro relates to language. By the means of senses, an individual assesses the required information and classifies it into different categories. Based on this, the understanding of oneself, the world and relationships, individual ways of thinking and behaviour are developing. According to Knight (2009), the term neuro relates to the way individuals use their brain, body and senses by thinking and how they give meanings to their experience.
2. Linguistic – according to Lübeck (1996), it contains trains of thoughts, which are managed by the means of speech. It relates to language patterns, which influence comprehension and understanding. Communication is based on them (Alder, 2002).
3. Programming – it relates to the change of experiencing and subsequently to the change of behaviour based on organizing and programming of thoughts, feelings, and beliefs (Alder, 2002).

Knight (2011) mentions that neuro-linguistic programming (NLP) is a process of modelling unique, own, conscious and unconscious patterns (of thinking, communication and behaviour) by which we continuously develop and strengthen our own potential. The author adds that modelling enables to reveal uniqueness, specificity, quality, and the features of inborn talent as well as natural abilities of an individual. According to O'Connor and Seymour (1990), it is a set of models, skills, and techniques for effective thinking and behaviour. Alder (2006) adds that

NLP deals with a whole structure of human experiences, it tries to model trains of thoughts, feelings and beliefs, the result of which is human behaviour.

According to Hamill and Kerr (2013), NLP is based on the existence of programmed sequences of thinking and behaviour. It offers knowledge and tools for discovering the structures of these programmes and their effective influencing, change and using. NLP provides tools, techniques, means for discovering the nature of excellent results in the way, which can be coded and reproduced (Knight, 2010). In literature, there are mentioned different NLP attributes, e.g. rapport, representational systems, modelling, metaprogrammes, definition of aims, anchoring, speech, body, putting questions in the right way, and many other techniques, which are connected to the setting of our mind, our values, attitudes and so on (Basu, 2011; Fritzsche, 2015; Knight, 2010; Lazarus, 2010; Miller, 2017; O'Connor and Seymour, 1990; Wake, 2011). In the presented paper, the attention is paid to Representational Systems, Rapport, Pacing and Leading.

Methodology

The data were gained on the sample of 66 (53%) male managers and 58 (47%) female managers. The average age of the respondents was 40.7 years (the standard deviation was 9.880 years) in the range from 22 to 63 years. The average length of managerial practice was 18.3 years (the standard deviation was 10.399 years) in the range from 1 to 40 years. Two original methodologies that is NLPC – Neuro-Linguistic Programming Communication and NLPT – Neuro-Linguistic Programming Techniques were administered to the managers. Both methodologies contained 10 items, which the respondents assessed on a 6-point Likert-type scale (0 – definitely no and 5 – definitely yes).

Results

Using a factor analysis in the concept of NLPC – communication methodology, two factors, which specify two basic areas of perceiving the effect of Neuro-Linguistic Programming were extracted (Table 1). Regarding their content, these factors can be characterized as following:

- Representational systems – finding out and using a preferred method of thinking of a partner
- Rapport – an intimate relation between communication partners

Table 1. Saturation of Extracted Factors within the NLPC Methodology – Neuro-Linguistic Programming Communication

	Components	
	Representational systems	Rapport
1. In communication with a partner, I use his style of expressing.	.496	

2. In a conversation, I listen carefully to the words that a partner uses.	.699	
3. In a conversation with a partner, I follow carefully his eyes.	.804	
4. When presenting in front of people, I use several communication styles.	.774	
5. I behave in the way which fits the other person the best.	.557	
6. When communicating to the other, I try to create a mutual trust.		.566
7. In a conversation with a partner, I try to understand his/her point of view.		.637
8. To understand information properly, it is important to create a relationship with a partner.		.520
9. What kind of relation I have with a given person is important when persuading this person.		.815
10. Sharing information among people depends on mutual trust.		.717
Eigenvalues	3.223	2.454
Percentage of explained variance	32.2	24.5

The extracted factors explain totally 56.7 percent of variance. The presented factor structure is also supported by the values of Cronbach's Alpha (Table 2, Table 3) and the intercorrelations of factors (Table 4).

Table 2. Values of Cronbach's Alpha for the Extracted factor Representational Systems

	Cronbach's Alpha if Item Deleted
1. In communication with a partner, I use his style of expressing.	.740
2. In a conversation, I listen carefully to the words that a partner uses.	.695
3. In a conversation with a partner, I follow carefully his eyes.	.707
4. When presenting in front of people, I use several communication styles.	.702
5. I behave the way, which fits the other person the best.	.721
Cronbach' Alpha - .756	

Table 3. Values of Cronbach's Alpha for the Extracted Factor Rapport

	Cronbach's Alpha if Item Deleted
6. When communicating to the other, I try to create a mutual trust.	.753
7. In a conversation with a partner, I try to understand his/her point of view.	.741
8. To understand information properly, it is important to create a relationship with a partner.	.746
9. What kind of relation I have with a given person is important when persuading this person.	.811
10. Sharing information among people depends on mutual trust.	.753
Cronbach's Alpha - .799	

A statistically highly significant value of correlation coefficient between the attributes of Representational systems and Rapport demonstrates the fact that these phenomena are closely related, and it is inevitable to pay attention to both factors (Table 4). The given correlation indicates the fact that a higher degree of using a preferred way of partner's thinking is connected to a higher level of mutual relation between communication partners.

Table 4. Intercorrelation of Extracted Factors

	Representational systems
Rapport	.578
Significance	.000

It is possible to develop these prerequisites of effective communication by the means of NLP techniques for the assessment of which the original NLPT methodology – Neuro-linguistic programming techniques - was created.

Based on a factor analysis and within the concept of NLPT methodology – Neuro-linguistic programming techniques – two extracted factors, which specify two basic techniques of neuro linguistic programming were extracted (Table 5). Regarding the content, these factors can be characterized as following:

- Leading – a technique of creating Representational systems. It is focused on the changes of partner's thinking and subsequent changes of his behaviour. Managers who highly score in this attribute try to use or better to say change the values, attitudes, and opinions of a partner in communication. They act so that they use linguistic means which their partner understands, and they proceed from his opinions. Subsequently, they offer their own solution.
- Pacing – a technique of creating Rapport. It is focused on the development of relationships between partners. Managers who highly score in this attribute use experience of their partner in communication based on which they gradually lead the partner to a new way of thinking about a problem and to a change of thinking and behaviour. In this process, they use emotions; they proceed from the fact that if they change the thinking of a partner, they will also change his behaviour.

Table 5. Saturation of Extracted Factors within the NLPT Methodology – Neuro-Linguistic Programming Techniques

	Component	
	Leading	Pacing
I communicate better with a person who has the same values, attitudes, and opinions as me.		.625
For a certain period, I will assent to the values, attitudes, and opinions of another person only to achieve what I want.		.529
I speak the language that the other side will understand.		.835
When communicating, I adjust my body position to the other person.		.598

First, I talk about a problem from the point of view of my partner and only then I come with my solution.		.662
By persuading the other person, I try to change the thinking and behaviour of that person.	.703	
When communicating to an annoyed person, I first get angry and after calming down, I get to what I want.	.903	
Using emotions in communication makes my communication much easier.	.612	
First, I try to change the opinion of my partner and I expect the change of his behaviour.	.782	
In communication, I use the experience of my partner which leads to his new way of thinking about a problem.	.489	
Eigenvalues	2.904	2.633
Percentage of explained variance	29.0	26.4

The extracted factors explain totally 55.4 percent of variance. The presented factor structure is also supported by the values of Cronbach's Alpha (Table 6, Table 7) and intercorrelations of factors (Table 8).

Table 6. Values of Cronbach's Alpha for the Extracted Factor Leading

	Cronbach's Alpha if Item Deleted
I communicate better with a person who has the same values, attitudes, and opinions as me.	.667
For a certain period, I will assent to the values, attitudes, and opinions of another person only to achieve what I want.	.649
I speak the language that the other side will understand.	.633
When communicating, I adjust my body position to the other person.	
First, I talk about a problem from the point of view of my partner and only then I come with my solution.	.667
Cronbach's Alpha: .710	

Table 7. Values of Cronbach's Alpha for the Extracted Factor Pacing

	Cronbach's Alpha if Item Deleted
By persuading the other person, I try to change the thinking and behaviour of that person.	.773
When communicating to an annoyed person, I first get angry and after calming down, I get to what I want.	.708
Using emotions in communication makes my communication much easier.	.801
First, I try to change the opinion of my partner and I expect the change of his behaviour.	.734
In communication, I use the experience of my partner which leads to his new way of thinking about a problem.	.781
Cronbach's Alpha: .800	

A statistically highly significant value of a correlation coefficient between the attributes Leading and Pacing confirms the fact that these phenomena are closely connected together, and it is inevitable to pay attention to both factors (similarly as it was mentioned in relation to the attributes of Representational systems and Rapport) (table 8). The presented correlation demonstrates the fact that a higher degree of using the technique of Leading is associated with a higher degree of using the technique of pacing by partners.

Table 8. Intercorrelation of Extracted Factors

	Leading
Pacing	.546
Significance	.000

The aim of the research, which was to identify the attributes of the structures of Neuro-Linguistic Programming (NLP) with a focus on effective communication and the techniques of conducting managerial work as well as verifying the methodologies, which enable to specify the factors of assessing NLP in managerial work, was accomplished.

Discussion and Conclusion

By the definition of any area of knowledge, it is inevitable to pay attention to the conceptualization and operationalization of a given issue. The presented study contributes to the enrichment of knowledge at both levels, but mainly in the context of operationalization of NLP issue.

From the point of view theoretical processing of the issue, the extracted NLP attributes enable to describe and better understand the NLP construct from the point of view of communication and techniques. At the same time, from the methodological point of view, they offer a possibility to quantify the phenomena related to NLP. Based on the research results, two NLP methodologies were verified: NLPC – Neuro-Linguistic Programming Communication and NLPT – Neuro-Linguistic Programming Techniques. By the means of a factor analysis, the factors Representational Systems and Rapport were extracted within the first methodology. Within the second methodology, the factors of Leading and Pacing were extracted.

According to Tripathi (2012), by the means of NLP techniques, we can better understand emotional and behavioural patterns of our own behaviour. It is possible to apply them also in the managerial practice for the purpose of improving interpersonal and intrapersonal skills of managers (Horváthová, 2011; Mikušová and Čopíková, 2016). Even, in the developing countries like Indonesia and Malaysia, NLP is associated with alternative medicine for energy healing and therapeutic program (Long, 2018; Savardelavar and Kuan, 2017).

At present management, a great emphasis is put on flexibility and ability to deal with people. One of the basic roles of managers is the motivation of employees to a

high performance in a constantly changing environment. The ability to communicate effectively plays by that the most decisive role.

Donnelly, Gibson, Ivancevich (1997) claim that in the current global economic environment, the success in entrepreneurship depends in a great extent on the way the organization is able to effectively manage the working force. For the purpose of improving relationships with employees, it is needed to pay attention to effective managerial communication, which leads to achieving desired results.

The research conducted in India proved that NLP offers managers significant improvement of the effectiveness of their work as well as of individual and group motivation (Singh and Abraham, 2008). Similarly, in Indonesia, NLP proved to be a better prediction model for technopreneurship intention of business students (Supriyati et al., 2017). Our findings are also supported by the research according to which the contribution of NLP is in the improvement of communication with oneself but also with other people in the context of managerial work (Daňková and Droppa, 2015; Droppa et al., 2017), entrepreneurship, business (Hudec et al., 2014; Suhányi and Suhányiová, 2014), services, marketing (Bačík et al., 2015; Korauš et al., 2016) and many other areas of economic environment.

Parkes (2011) states that neuro-linguistic programming has become one of the most successful methods in the area of corporate as well as personal education, training of experts, therapy, the development of coaches, teachers and consultants. The NLP methodology is very popular within the development training of top managers.

The presented results are also a starting point for further research of NLP. In this context, the question of the analysis of connections between NLP and the development of communication competences of managers or the analysis of connections in the context of personal features of managers comes to the foreground.

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IDENTYFIKACJA ATRYBUTÓW STRUKTURY PROGRAMOWANIA NEUROLINGWISTYCZNEGO (NLP) Z NACISKIEM NA KOMUNIKACJĘ ORAZ TECHNIKAMI JEGO WDRAŻANIA W PRACY MENADŻERSKIEJ

Streszczenie: Skuteczna komunikacja jest jednym z podstawowych filarów działań, dla których współpraca ludzi jest nieunikniona. Jednocześnie jest to również istotna kwestia poruszana w kontekście pracy menedżerskiej, przedsiębiorczości, biznesu, usług i wielu innych obszarów środowiska gospodarczego. Programowanie neurolingwistyczne (NLP) jest istotnym atrybutem poprawy jakości i skuteczności komunikacji. Koncepcja NLP tłumaczy pozornie autonomiczne zachowanie jako skonstruowane zachowanie stworzone przez serię kolejnych etapów, które często postrzegamy jako jedno działanie. Akceptując fakt, że to, czego doświadczamy, pochodzi z zaprogramowanych sekwencji myślenia i zachowania, NLP dostarcza nam wiedzy i narzędzi do odkrywania struktury tych programów. W oparciu o identyfikację cech struktury programowania neurolingwistyki z naciskiem na komunikację i techniki ich wdrażania w pracy menedżerskiej, celem pracy jest weryfikacja metod, które pozwalają określić czynniki oceny NLP w pracy menedżerskiej. Badania przeprowadzono na próbie 124 menedżerów, z których 58 stanowiły kobiety a 66 mężczyźni. Na podstawie wyników badań zweryfikowano dwie oryginalne metody NLP: NLPC - Neurolingwistyczna komunikacja programistyczna i NLPT - Neurolingwistyczne techniki programowania. Za pomocą analizy czynnikowej, zostały wyodrębnione czynniki systemów reprezentacyjnych i dobrych stosunków w ramach pierwszej metodologii. W ramach drugiej metodologii wyodrębniono czynniki Wiodący i Stymulujący. W pracy przedstawiono podstawowe parametry psychometryczne obu metodologii - wartości własne, procent wyjaśnionej wariancji, alfa Cronbacha, interkorelacje czynników. Obie metodologie przyczyniają się do operacjonalizacji problemu NLP. Metodologie te mogą być stosowane w praktyce zarządczej, głównie w obszarze edukacji i szkolenia menedżerów.

Słowa kluczowe: Manager, Neuro Linguistic Programming (NLP), komunikacja, metodologia NLPC, metodologia NLPT, systemy reprezentacyjne, Rapport, stymulacja, prowadzenie

以交流为核心的神经语言规划 (NLP) 结构的属性及其在管理工作中的实施技术

摘要: 有效沟通是人们合作不可避免的活动的基础支柱之一。同时，这也是在管理工作，创业，商业，服务和许多其他经济环境领域讨论的一个重要问题。神经语言程序设计 (NLP) 是提高沟通质量和效果的重要属性。NLP概念将看似自主的行为解释为由我们通常认为是一个动作的一系列连续阶段所创建的构建行为。通过接受这样的事实，我们所经历的是来自程序化的思维和行为序列，NLP为我们提供了发现

这些程序结构的知识和工具。在对神经语言学程序结构的属性进行识别的基础上，重点介绍了它们在管理工作中的交流和实施技巧，本文的目的是验证方法，以确定管理工作中评估NLP的因素。对124名管理人员进行了调查，其中58名女性和66名男性。基于研究结果，两种原始的NLP方法被验证：NLPC神经语言程序设计通信和NLPT神经语言程序设计技术。通过因子分析，代表性系统和融洽性的因素在第一种方法中被提取出来。在第二种方法中，提取了领导和起搏的因素。在这篇论文中，研究人员介绍了两种方法的基本心理测量参数特征值，解释方差的百分比，克隆巴赫alphas，因素的相互关系。这两种方法都有助于NLP问题的实施。这些方法可以用于管理实践，主要是在管理人员的教育和培训领域。

关键词：经理，神经语言程序设计（NLP），沟通，NLPC方法论，NLPT方法论，代表性系统，融洽性，起搏，领导。

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