

**EFFECTIVE COMMUNICATION THROUGH NEURO – LINGUISTIC  
PROGRAMMING**

**Dr. Mona Sahay\***

**Dr. Apoorva Sahay\*\***

**ABSTRACT**

Transformation involves fundamental rethinking and a change in the existing practices. According to AHA, (a software company with a people centred approach), "Business transformation" describes the different types of widespread organization change needed to deliver better customer and employee experiences. The concept of transformation is not new. Companies have always had to innovate and adapt. The history of IBM, for example, shows how the technology pioneer has reinvented itself multiple times during the last 100 years. "Communication is widely recognized as an important component of transformation and needs to be designed, keeping in view the stakeholders, customers and employees. It plays a key role in making them understand the rationale and potential impact of business transformation. Business transformation in today's world cannot be thought of without a human resource that focuses on effective communication. It is a sine qua non for a positively motivated human resource depicting desired behaviour which in turn is a key to success. The website <https://www.raconteur.net> states, "It ensures everybody is pointing in the same direction and working towards the same goal. Important resources are saved by plugging information gaps that otherwise lead to delays, unnecessary costs, misunderstandings and failing projects". The paper explores the means of enhancing the effectiveness of communication in organizations at the individual level, group level and organizational level by using the concepts and tools of Neuro-Linguistic Programming. Neuro- Linguistic Programming, created by Richard Bandler and John Grinder provides a number of effective tools for the same by highlighting the connection among neurological processes, language Proceedings of the International Conference on "Business Transformation Through Sustainability Entrepreneurship and Digitalization" 09th November, 2019 124 and programming, which is the behavioural pattern learnt through experiences. When implemented in HR functions like Talent Acquisition and Retention it can do wonders. The

representational systems of Neuro-Linguistic Programming help us in matching the pattern of communication required for a specific job or organization with those of potential candidates while selection. Enhancing and maintaining a positive state of mind and healthy communication and motivation, as we all know goes a long way in retaining the pool of human resource.

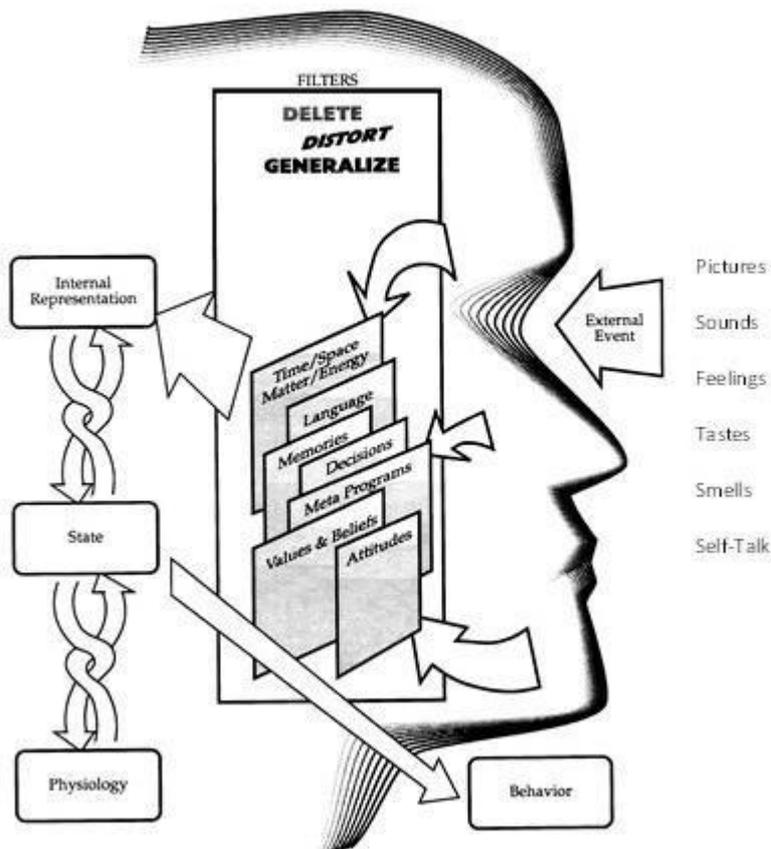
**Keywords:**

**Business Transformation, Effective Communication, Neuro-Linguistic Programming**

## Introduction

Communication plays an important role in organizational growth as well as employees' growth in the career ladder. According to Paul Watzlewick, "We cannot not communicate!" Enhancing the effectiveness of communication can work wonders in an organization. Neuro-Linguistic Programming, created by Richard Bandler and John Grinder provides a number of effective tools for the same by highlighting the connection among neurological processes, language and programming, which is the behavioral pattern learnt through experiences.

Let us see the Communication Model of Neuro- Linguistic Programming to understand how human behaviour can be influenced.



## COMMUNICATION MODEL OF NEURO- LINGUISTIC PROGRAMMING

NLP rightly works on the belief, "Map is not the Territory" which means that our perception

of an event is different from the actual event itself. The external event goes through several steps in an individual before processing into the outcome which is behaviour.

We absorb an event through our sensory organs which are:

1. Visual
2. Auditory

3. Kinesthetic-
4. Olfactory-
5. Gustatory-

So, any external event or stimuli comes to us through these sensory inputs. Our neurology works for filtering and managing this information.

While managing the same, we undergo the following process for filtering the information.

### **FILTERS-**

1. Delete
2. Distort
3. Generalise

We delete, distort or generalise the information that we receive through these senses. This is done on the basis of our past experiences, attitudes, values, beliefs and other factors. This is how we build up an Internal Representation of the external events. This Internal Representation is registered in our minds and a matching physiology is built up by our bodies. The Internal Representation and the Physiology together form a state which is more or less the emotional state of a person. State could be Resourceful like motivated or happy or Un-Resourceful like sad or frustrated. State produces a corresponding behaviour.

The good news is that we can control our State by controlling our Physiology and Internal Representation. A change in Physiology could be changing your sad facial expression with drooping lips to a smile on your face. You will notice that your Personal Representation immediately shifts from Un - resourceful State to Resourceful State. Internal representation can directly be changed through various Neuro Linguistic Programming exercises like Anchoring, Modalities and Sub-Modalities.

A person after practicing these techniques cannot restrain from internalizing it and hence understands the importance of being in a resourceful state. Also, it is very natural that the person understands the importance of being in a resourceful state for people around and more often than not will make every attempt to help them do so.

So, it is very natural that the person will understand the importance of filters of verbal communication as well.

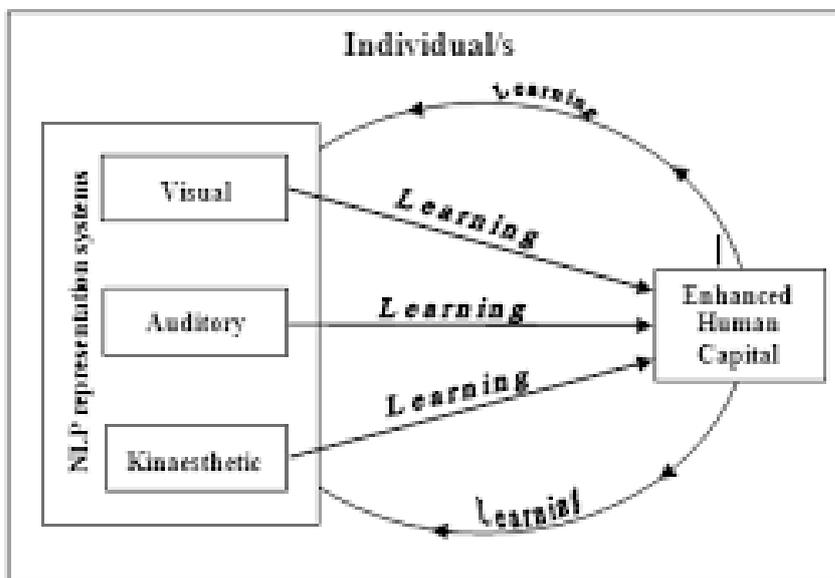
The filters could be using wise judgment, questioning one's intention, understanding the requirement to speak and being compassionate and empathetic while speaking. It also helps a person actually becoming a good listener .when these speech filters are used before speaking a lot of communication issues do not arise at all thus leading to better interpersonal

Relationship in organizations, enhancing the organizational effectiveness. Gossips and derogatory comments have a very low filter level or sometimes no filter at all. These filters play an important role in maintaining a Resourceful State through a good Internal Representation which in turn leads to positive behaviour leading to positive results.

### **The Representational Systems of Neuro - Linguistic Programming**

The Representational Systems of Neuro- Linguistic Programming provides an insight to different learning styles of people thus helping us to be on the same page, while communicating with others.

The different Learning Styles are Visual, Audio and Kinesthetic. Some prefer to see in order to understand while others prefer listening and still others need to feel for the same.



### **Visual people**

- Work and speak very fast, as they have to catch up the speed of fast moving movie visuals in

their minds.

- Make decisions and remember through visualizing the big picture.
- Talk in a high tone and pitch.
- Use a lot of hand movements and gestures while communicating.
- Sit with their eyes up and back and shoulders erect.
- Take shallow breaths.
- Not comfortable, remembering visual instructions.
- Respond by saying, “I see”.

They usually need visuals like flow-charts and maps to understand and learn. They find learning easier through visuals like pictures, videos, movies and drawings.

### **Auditory people**

- Speak with some pauses.
- Have a mid tone and pitch of their voice
- Are rhythmic in doing things
- Find noise to be a great distraction
- Can repeat instructions very easily.
- Like talking
- Are good listeners
- Learn sequentially.
- While conversing, tilt their head to one side.
- Have deeper breath than visual people.
- Prefer getting feedback while interacting.
- Do things rhythmically.

They are comfortable with conversations and lectures. They are good at summarizing lectures, recording sessions and providing minutes of meetings.

### **Kinesthetic people:**

- Speak slowly with long pauses as they need time to be receptive for their feelings.
- Speak with a deep voice.
- Comfortable being touched.
- Touch others while talking to them.
- Take decisions guided by their emotions.
- Take very deep breaths.
- Learn by doing.

They prefer pages and tools that are soft to touch and provide a good feel. They like working through diagrams and checklists that they can copy and work on because they learn by doing.

A matching body movement and gestures help them remember.

Understanding the correct learning style helps us make our communication much more effective as we can modify our way of communication according to the learning pattern of the other person. We can also use learning aids and styles that suit the person with whom we are interacting. It can also help bag important contracts and make crucial meetings successful.

### **RAPPOR-**



Rapport means the existence of connection, understanding and trust between or among individuals. In organizations, it is very often important to build rapport with other people like stakeholders, customers, business partners and employees. Building and maintaining rapport is very crucial for important business decisions.

It can be built by-

## **1. Finding out and emphasizing on similarities**

We tend to focus on our differences with people around rather than similarities with them. Very often we get shocked to find out, how differently the other person is responding to a situation or perceiving an experience. We even start judging the person negatively. This will only enhance the rift. In order to bridge the gap between two people, it is very important that we focus on the similarities, rather than differences.

## **2. Pacing**

It refers to moving at the same speed as the other person. It reduces the differences at the unconscious level. Pacing can be done with respect to many aspects of behavior. The process should not be made obvious to the subject otherwise there is a risk of losing rapport

## **3. Matching**

This is something natural in us while communicating with others. For example an adult sitting on a couch while communicating with a child may come down and sit on the floor and behave like a child to match up the same level. New couples can be seen in similar positions and making the same angle to each other. Body postures, voice, patterns of language and pattern of breathing can be matched. Care is needed not to make these obvious to the other person and the matching should work at the

unconscious level.



## **In Rapport**

### **Advantages of building a Rapport**

#### **1. It helps in creating an acceptable environment.**

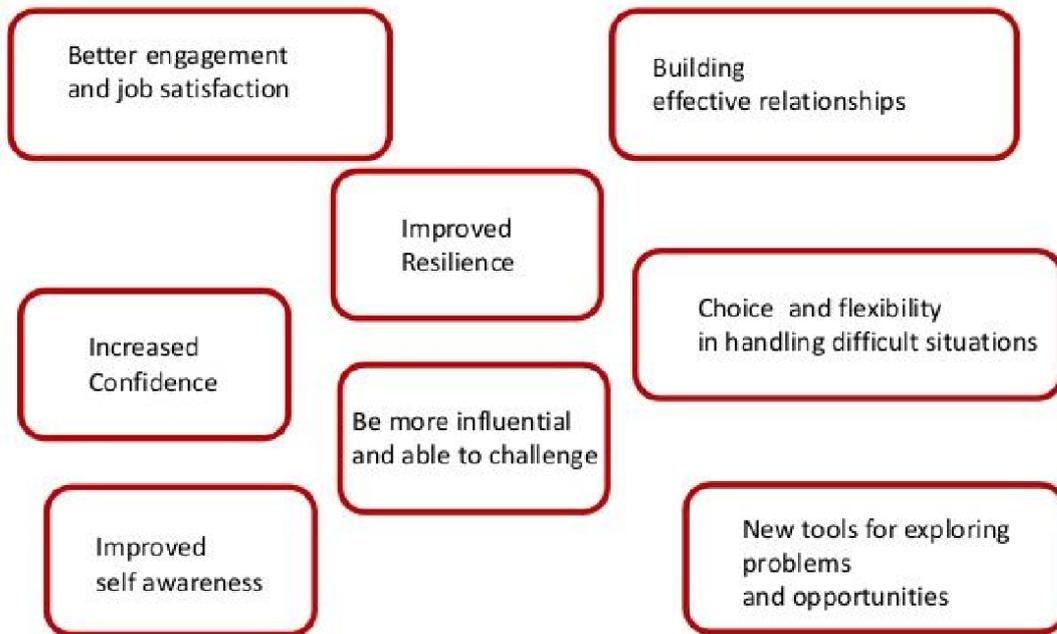
It is very important for a business meeting, training programme, negotiation or counseling session to create an acceptable environment which acts as a positive background for further communication. It develops a feeling of being accepted and supported.

#### **2. It helps to learn**

Rapport works at unconscious level and makes participants highly receptive for any kind of learning and communication, be it verbal or non verbal.

#### **3. It helps in leading**

With building of rapport, it becomes very easy to others and that is leadership all about. Hence it becomes very easy to lead, when the other person is actually unconsciously ready to follow. If rapport has been built with a client and is then broken, even then the client tends to follow the rapport builder.



### **BENEFITS OF USING NEURO- LINGUISTIC PROGRAMMING FOR EFFECTIVE COMMUNICATION AND ORGANIZATIONAL SUCCESS**

According to Maguire Training, “Since the personal performance of each employee is the bedrock of business productivity and success, applied correctly, Neuro - Linguistic Programming can improve staff confidence and morale, increase team performance and productivity and in turn improve customer satisfaction.” Neuro - Linguistic Programming provides tools for successful negotiation, persuasive communication and innovative thinking. It plays an important role in goal – setting, achieving of objectives of individuals, teams and organizations and very importantly effective feedback. It helps us identify and minimize our perceptual errors and contributes in enhancing the effectiveness of communication at individual, team and organizational levels.

\

### **Authors**

#### **Dr. Mona Sahay and Dr. Apoorva Sahay**

Dr. Mona Sahay, a “Masters in Personnel Management” from “Symbiosis Institute of Business Management”, Pune is a behavioral trainer and a master coach of NLP. She has earlier worked as a faculty- member with Business Schools of NCR including Amity Business School, Amity University, Noida. You can reach her at mobile no. 9818904289 and her mail id: rkmona@yahoo.co.in

Dr. Apurva Sahay, University topper in Economics is an academician and has worked with several leading educational institutions. Presently located in Bhubaneswar, an educational hub, she is helping students with the concepts of several aspects of Economics. Presently she is working as an Assistant Professor with A.S.B.M University, Bhubaneswar, Odisha. She can be reached at 8249616973 or 7894137373

,

## BIBLIOGRAPHY

NLP Coaching (2019)<https://www.nlpcoaching.com/nlp-a-model-of-communication-and-personality/> [www.etsy.com](http://www.etsy.com)

Institute for professional Leadership (2019)<https://instituteforprofessionalleadership.com/use-vak-learning-styles-communicate-higher-level/>

NLP (2019)<http://www.nlp.com/what-is-nlp/>

Maguire Training (2018)<https://www.maguiretraining.co.uk/blog/a-brief-introduction-to-nlp-for-business/> <https://www.landsiedel.com/en/nlp/what-is-nlp.html>

Institute for Professional Leadership (2019)<https://instituteforprofessionalleadership.com/use-vak-learning-styles-communicate-higher-level/>

NLP-Mentor (2020)<https://nlp-mentor.com/nlp-rapport/>

[www.google.com/search?q=representational+styles+NLP&source](http://www.google.com/search?q=representational+styles+NLP&source)

EtSystatic (2019)<https://i.etsystatic.com/>

NLP (2019)<https://www.nlp-techniques.org/nlp-coaching/rapport/>