

Role of Neuro Linguistic Programming (NLP) in Training and Development of Employees

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At the initiation Time of Submission (ToS) submitted paper had a 04% plagiarism which is an accepted percentage for publication. The editorial point of view is of an examination that article had a successive close watch by the blind reviewer's which at later stages had been rectify and improve by an author (amandeeprn) in various phases as and when crucial to do consequently. The reviewer's had in beginning stages mention with minor revision which at a small duration streamlined by an author. The authors are praiseworthy of appreciation for their attempt to scrutinize the role **Neuro Linguistic Programming (NLP)** and how effectively it's growing day by day in Training and Development of Employees. The research questions proposed are well articulated. By and large all the editorial and reviewer's comments had been incorporated in a paper at the end and further the manuscript had been earmarked and decided under "**View Point**" category as its highlights and emphasize the work in relation to Role of Neuro Linguistic Programming (NLP) in Training and Development of Employees.

ABSTRACT The employees of any organization are its biggest asset, and how they perform impacts the success of that organization. It is no surprise to see organizations and businesses to boost the quality of their employees or human capital. Neuro-Linguistic Programming (NLP) is fast emerging as an accessible technology to develop intense training to help and train the employees to understand themselves, their peers, their seniors, and the customers both professionally and personally. The purpose behind is to improve their working relationships and achieve the desired outcomes so that their company can get a leading edge in the competitive environment. NLP focuses on communication and behavior changes to influence employees in different fields and organizations. NLP techniques are effective in achieving business intelligence and build human capital. An average employee is expected to be an expert with interpersonal communication along with carrying other skills and talents. NLP turns the employee into a skilled professional goals.

KEYWORDS Neuro Linguistic Programming (NLP) | Training and Development | Communication | Organisational effectiveness

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Introduction

Neuro-Linguistic Programming (NLP) is an emerging technology that is fast gaining interest as it carries the techniques to change the thinking and behavior of an individual. Earlier, NLP was considered scholarly in nature, and later it was seen to shift from the academic to commercial worlds. Today, NLP organizations and practitioners are holding seminars and workshops (Sturt et al., 2012). The communication and behavior changes of NLP are being used in different industries to influence people and improve outcomes across varied conditions and populations. NLP is finding an increasing application in various fields and specially to build the human capital of an organization with effective education, training, and development of its employees. NLP techniques can be used to set a model of excellence for the employees and help in improving their soft skills and communication skills, customer care skills with better language patterns and self-management.

What is NLP?

NLP origin can be traced back to the seventies and focused on the behavioral patterns of human excellence (NLP Academy, 2018). The original developers of NLP were Richard Bandler and John Grinder, who were involved in linguistics and mathematics (Kong, 2011). NLP brings together three fields – Neuro, Linguistics, and Programming (O'Connor, 2001). Neuro refers to how the humans translate sensory conscious and unconscious experiences into thought processes and activate their neurological system. Linguistics relates to how they use language to conceptualize and communicate those experiences others. NLP looks at a person as a mind-body system as stated by Kong (2011).

NLP is a cognitive-behavioral model that works on the sub-conscious mind. NLP employs internal acuties such as memories, emotions and bodily sensations to work as therapeutic and counseling method (Savardelavar & Kuan, 2017). It helps to understand how language and non-conscious

cognitions within an individual help to understand the internal and external events. NLP can be seen as a “manual for the brain” that directs it to achieve the desired results (Joey & Yazdanifard, 2015). Neuro refers to neurology while linguistic refers to language ability and programming means how we arrange our thoughts, feelings. NLP focuses on how the brain connects with the world to influence behavior as stated by Joey and Yazdanifard (2015).

As asserted by Rogozińska (2016), NLP is a varied field based on, methodology, and epistemology. Because of its manipulative approach in earlier years, it was not taken seriously in the academic world. NLP gradually was accepted as a scientific theory in the school of psychotherapy and was employed to get rid of unwanted behaviors as well as deal with many traumas and numerous problems. The first mental map, the Neuro map is based on internal sensations, internal images, sounds, tastes and smells and is the result of the neurological filtering process. The second mental map assigns a language to the internal images, tastes, sounds, smells and feelings and is known as the Linguistic Map (NLP Academy, 2018). The next mental map is the linguistic map that expresses as a behavioral response to the neurological filtering procedures. An individual can be excellent in the process of extricating and replicating the information based on his mental maps.

Basic Principles and Representation Systems of NLP

There are six basic principles of NLP, and these include You the presuppositions, the rapport, the outcome, the feedback and the flexibility (O'Connor, 2001). An individual himself is one of the most important pillars of NLP, and a lot relies on his skills. While there may be certain beliefs that are presupposed, it is his rapport and the quality of relationships that can be used to evolve and change him. The outcome is what the present situation is and what is desired. Feedback is essential as it lets the individual know how much he has progressed

towards the desired goals. Flexibility allows one the scope the change or adapts if some strategies are not working as asserted by O'Connor (2001).

NLP asserts that each creates a unique internal mental map of his world based on how he gets and filters information through his five senses. Every individual develops a unique mental filtering system that filters the data received by him (NLP Academy, 2018). Interpersonal interactions and experience sharing can be developed more efficiently if the right information is assembled and administered. An individual learns easily, quickly and naturally if the knows how to match his chosen ways of teach (Kong, 2012). For example, a person with a visual representation system will learn more effectively with the help of diagrams and pictures. Thus, the learning became less effective and takes longer time if it is not presented to the learner in his preferred method.

As asserted by Tripathi (2012), Visual (V) modal allows one to think regarding pictures and remember everything as mental images. Auditory (A) modal allows one to think in sounds and recognize people with the help of sounds. Kinesthetic (K) modal implies thinking regarding feelings and recall people from their touch or feel. Audio-Digital (AD) modal means thinking and analyze everything regarding the world (Tripathi, 2012). NLP representation systems can be visual, auditory or kinesthetic or the VAK representation system. The information gets processed through the VAK and is further developed, internalized and utilized. The NLP approach helps to improve knowledge and learning competences as it makes the skills and knowledge more clear and available (Kong, 2012). It is how the knowledge is created and learning developed that helps to enhance learning capabilities. VAK representation systems help the organization to locate new information and assimilate it before application. It is primarily the tacit knowledge that gets transferred from one employee to another, and as more knowledge is created and retained within an organization, it

augments the human capital of an organization as asserted by Kong (2012). NLP meta-cognitive strategies and techniques such as mind-mapping and goal setting can lead to promising results as stated by Farahani (2018) and thus can be useful when training employees or individuals.

Application of NLP

NLP model is fast gaining importance in the last few decades in different settings of learning and education. There is growing evidence how NLP techniques can help reduce negative emotions and stress among individuals or participants that can impact their performance as asserted by Savardelavar and Kuan (2017). NLP is a sub-division of the psychotherapy, and today it is a recognized mode of psychotherapy that helps to treat individuals with depression (Naim, 2017). NLP helps to understand how people think and feel and employ specific language and behavior to get the desired results. NLP can be used for personal growth and training of employees and workers to for success in business and when achieving organizational goals and objectives. NLP is a combination of communication techniques and strategies used to build learning and bring out a positive personal change. It is looked upon as one of the most influential tools for both personal and professional improvement. (Rogozińska, 2016). NLP is based on the view that an individual is patterned on how his mind-body systems are connected between internal experiences, language, and behavior (Linder-Pelz & Hall, 2007). NLP carries the potential to develop language skills and work on the sensory learning styles of the learners to improve their language learning. As NLP techniques can leave a significant effect on reading and comprehension, these techniques can be used to train workers engaged in learning a foreign language

(Farahani, 2018). NLP thus carries a great potential for helping language teachers to improve the performance of their learners and improve the language skills. A NLP understands the utilization



of different strategies behind the polarity responses among individuals. Human beings carry a tendency to organize themselves in terms of contextual outcomes. Different sets of analogue behaviors lead to different outcomes (Bandler and Grinder, 1982). NLP carries a much broader application and is effective in improving communication skills. Hence it is useful in areas like management training and coaching, where it can educate the managers and employees to improve their communication skills to influence others (Joey & Yazdanifard, 2015). NLP's strategies are welcomed in various fields of education, training, and development. The techniques can help improve the understanding of the thought processes of an individual and help him improve his skills, knowledge, and confidence (Kong, 2011). According to Naim (2017), practitioners are now successfully applying NLP in other areas like coaching, teaching, HRM, selling and management.

Although NLP has been there for decades, very little has been done on how it can be used to develop HC in organizations. Today, it is well understood that NLP may be used as a systematic means of charting subjective experiences and transform those experiences for learning or development of knowledge (Kong, 2012). Thus, there is no denying that NLP can be used to enable the learning competences in organizations and encourage the growth of knowledge. NLP can be integrated into different realms such as psychotherapy, education, business, law, and medicine. As it helps to change responses to stimuli, it helps people to regulate their environment and respond better (Steinbach, 1984). An effective NLP interaction includes establishing rapport and gathering information about the participants. The verbal patterns and non-verbal responses can be observed, and specific techniques that can alter his responses can be integrated into the individual's daily life to improve outcomes.

NLP can be applied in some areas and various fields of business. It helps to improve the competencies of self and others. When applying NLP concepts,

the trainers understand themselves and those who are being trained better. Thus, one can achieve the desired emotional state in an individual (Tripathi, 2012). NLP is a useful tool in different businesses as it can improve the interpersonal and intrapersonal behavior. The employees can achieve their targets because of better report and understanding of each other. NLP allows one to comprehend the emotional and interactive patterns of the workers and thus improve their interpersonal and intrapersonal skills. Human capital (HC) is the cumulative knowledge and skills of the workforce of an organization. Human resource management makes a careful selection of employees for higher productivity. Poor quality of HC or departure of quality HC is always a threat to any organization.

This is why firms and organizations not only work at retaining quality HC but also boost the human quality by improving their skills levels and knowledge (Kong, 2012). Organizations need a higher level of HC to remain competitive in a business environment, and one good way to keeping those higher levels is to boost knowledge and learning of its workers.

How NLP Trains Employees

Employees or workers when they join an organization build the human capital of that organization. A superior human capital means stronger organization and higher productivity.

The human resource managers look for the best workers to build the human capital and achieve competitive advantage. NLP is seen as an effective way to boost the human capital of an organization or company. NLP offers a framework to understand how people build subjective experiences and how to reconstruct that experience for the desired outcome. NLP shows one how to learn something more useful to get the desired change. One may need to unlearn and relearn a style of communication to build a rapport with others as well as exert influence over others. Subconscious incompetence, conscious incompetence, conscious competence, and

subconscious competence are the four levels of teach (Gibson, 2009). NLP works on the communication style to build rapport and increase productivity among employees. The employee works on verbal and nonverbal language to influence positively when interacting with others as stated by Gibson (2009).

Knowledge and learning are different elements but are closely related when it comes to organizational learning. Different workers enter an organization with different skills sets and levels of knowledge. However, all of them carry the capacity of learning that can be evolved with innovative and distinctive ways. Learning can take place by interacting, practicing and studying (Kong & Farrell, 2012). Continuous organizational knowledge, learning, and memory can help develop dynamic knowledge and unique learning capabilities among employees. According to Savardelavar and Kuan (2017), the NLP model of dysfunctional thoughts asserts that anxiety and stress are the results of self-restructuring of the dysfunctional thoughts and misinterpretation of the thoughts. NLP model can help the individual to observe the situations from a different perspective and self-regulate the mind and body. NLP model can this help individuals and employees to cope with the emotional hardships in their work areas.

NLP works on the visual, auditory or kinesthetic modes used by the workers and improves their soft skills (Naim, 2017). NLP allows the workers to set, understand and achieve their professional and personal goals. The workers or employees are asked to create maps represented by visual, kinesthetic, auditory, olfactory and gustatory senses. The purpose behind is to build a model of what the employee is doing currently and what should be done based on examples in a specific skill that requires both internal cognitive and behavioral essentials. NLP approach allows one to understand the learning and skills of those employees who are excellent performers and emulate the same skills and knowledge for others. As learning is the first step to build knowledge, NLP primarily focuses on teach (Kong, 2012). NLP

assumes that people or employees are creative and capable inherently. Their behaviors and knowledge can be changed accordingly to reach the desired outcomes. The self-learning ability of the employees can be used for self-development and personal achievement and thus boost HC development as stated by (Kong (2012).

According to Kong (2012), NLP can help employees to learn more naturally within a group and make the learning experience to be more enjoyable and successful. It helps to create a positive environment for learning as individuals share knowledge and information through interactions and communication. An organization can attain a competitive advantage only when its workers or employees trust each other and work cohesively. NLP techniques can help support rapport, motivation and build favorable language patterns (Kong, 2012). As stated by Linder-Pelz and Hall (2007), NLP can facilitate organizational knowledge and learning capabilities. The structured and systematic means behind NLP help to map subjective experience and create a transformative learning and knowledge development for the people.

Set a Model of Excellence

Modeling is the core activity in NLP and is the process of extricating and replicating the language structure and behavioral patterns of an individual who is excellent at a given activity. NLP Modelling was born by studying the behavior of the geniuses based on language-based models (NLP Academy, 2018). NLP modeling excellence extended as training courses that worked towards commercial and personal benefits of an individual and the organization. NLP focuses on how the brilliant and geniuses achieve their excellent performance and can achieve outstanding goals. Their way of thinking and behavioral approaches can be studied and modeled to be followed by others to achieve the same level of excellence. This is referred to as NLP modeling (O'Connor, 2001). NLP modeling can train a mediocre individual to follow someone who



is excellent at a given activity to achieve higher skill levels in his field. With the help of NLP, it is possible to follow the patterns of excellence intrinsic in an outstanding individual. NLP developers can train employees and support their future development. It can work as a tool of change within an organization and when working with individuals and groups. NLP can help them become more effective in whatever field they are such as personal development, sales, marketing, education, leadership, and coaching (NLP Academy, 2018). NLP can enhance work performance by working on human interaction and growth potential. Today, one can find NLP metine4e din different subjects and fields of learning such as negotiation, management, psychology, parenting and accelerated learning.

Improving Soft Skills and Communication Skills

Superior soft skills are signs of a high level of emotional intelligence and employees with soft skills are always preferred by organizations because of the promise of better performance. Soft skills mean better capabilities with problem-solving, communication, reliability, trustworthiness, and teamwork (Naim, 2017). Soft skills can be acquired with further training, workshops, and counseling. NLP, as specialized psychological training, is used by an increasing number of organizations to improve their workforce and human capital. The purpose behind is to strengthen the company position and relationship (Naim, 2017). NLP enjoys great popularity for improving communication and personal development. This is why the concept and techniques of NLP have become the foundation of many training programs used by professional practitioners in various companies (Rogozińska, 2016). With the new development or coaching, managers and workers and different practitioners like consultants, doctors, and lawyers are able to achieve peak performances. The focus is on personal development and gain more knowledge for both personal and professional development. There is a higher focus on interpersonal skills and

soft skills advancement along with communication training (Naim, 2017). NLP programming works on psychology, communication, learning and personal development of the workers. The aim behind is to develop healthy patterns and behaviors so that the workers can move towards higher potential. They develop the capability of understanding the thinking patterns of one and others (Naim, 2017). NLP practices and training sessions can lead to develop priority soft skills and work on strengths and weaknesses. NLP leads to effective teamwork, better problem handling, communication, and customer service as asserted by Naim (2017).

Improving Management, Interpersonal and Intrapersonal Skills

Organizations have been using NLP skills and principles successfully to boost their human capital and develop a capable team of workers. The firm provides stress management programs and mental processes for their staff to increase in self-awareness and improve their relationships with others (Joey & Yazdanifard, 2015). Better self-management and communication skills help to improve their emotional intelligence and maintain a good relationship with their seniors, colleagues and the customers. NLP techniques can help build interpersonal and intrapersonal skills as they facilitate the appropriate emotional states within people by working on their congruent and incongruent states. The techniques help to build an environment of trust, respect, and confidence and increase rapport (Tripathi, 2012). The workers get feedback in a way that leads to improved performance. Even when one is benchmarked on a personal level, they can still learn from others. The workers can understand the unique culture of their organization and their colleagues as stated by Tripathi (2012). In order to advance the NLP skills, the managers need to recognize the four core principles. The main principles are to develop the rapport technique, what is to be achieved, make effective use of senses and develop behavioral flexibility regarding thoughts and actions

(Joey & Yazdanifard, 2015). One can transform their behavior or develop a new skill based on the main principles. However, one has to employ those principles daily in their life and practice them on a regular basis to see effective changes.

Changing Language Patterns

NLP generally deals with the non-verbal communication and body language. It is the pace, pitch, tonality of the communicating party that is an essential tool in functional communication. The non-verbal communication and body language reveal the hidden feelings and intentions of the speaker. NLP trainer can work on the conscious thought process of the workers and make progress in their way of non-verbal communication (Tripathi, 2012). The significance of neuro lies in listening and observing the language pattern of people. The NLP trainers can change the language patterns appropriately to help achieve specific objectives in real-life situations (Tripathi, 2012). It is a commonly known fact that people are friendlier with the like-minded and when they become a good communicator, they can develop a good rapport with each other. Thus, NLP techniques can help employees to come together and build better communication skills and rapport with each other. Thus, having such employees is beneficial for any organization. NLP is concerned with how to model successful performance by processing the incoming information to create the current experience.

Improving Customer Care Skills

Handling customers is an essential part of services provided by any organization. It is the customer satisfaction and loyalty that can boost the reputation and profits of an organization. NLP principles can help improve employee's engagement with the customers and build a positive experience. How the employee communicates with the customer will design the customer experience (Luzajic, 2014). The employees must understand their role and responsibilities from the perspective of the strategic vision of the company. What is new here is how

the visual, auditory and kinesthetic senses can integrate to bring the desired outcomes among the workers. Better understanding and stronger internal communications among employees can help them to see their specific role in the organization. The line managers can design an event to communicate the importance of a quality customer care. Manuals, videos, and active training sessions can teach the employees about customer service and develop the right competencies. Employees can be given examples of exceptional performance of customer care and invite the customers to discuss their positive and negative experiences (Luzajic, 2014). Ongoing support from mentors, relevant customer feedback can keep the employees motivated to perform and achieve what is required. Customers are always looking for a consistent and positive experience with any company.

NLP can help develop the right skills within an individual in relation to other people and help him understand his thought process and the thought processes of others in a much better way. Gradually, he develops the skills, knowledge, and confidence that improve his personal and professional life (Linder-Pelz & Hall, 2007). NLP motivates interactions between organizational members and thus aligns the learning processes at the individual, group and organizational level. By modeling after a successful performance, NLP shows that if one employee can do something successfully, the other employee can learn to do it. Employees can duplicate success by understanding the thoughts, actions, and feelings of a successful worker (Gibson, 2009).

Conclusion

NLP is a model based on the notion that linguistic patterns can work as transformational psychotherapy. New behaviors can be created by adjusting the effects of language. NLP programming strategies help the employees to understand their behaviors and the behaviors of their colleagues and create new behaviors with the help of improved communication. Thus, NLP can help employees to build rapport with



colleagues and potential customers with improved communication and management skills. With an understanding of neurology and linguistics, one can understand their own behavior as well as empathize with others. NLP creates a positive environment for employees so that they can achieve better outcomes and respond effectively to colleagues and customers. Today, NLP is not only used for personal development of employees but also in different areas and roles such as sales and marketing where one needs effective communication techniques.

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Annexure 1

Role of Neuro Linguistic programming in training and development of employees

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