

AMERICAN UNIVERSITY OF BEIRUT

THE PERCEIVED BENEFITS OF NLP TO THE HUMAN
CAPITAL OF AN ORGANIZATION

by
SHANT GERARD AKNADIBOSSIAN

A project
submitted in partial fulfillment of the requirements
for the degree of Master of Human Resource Management
of the Suliman S. Olayan School of Business
at the American University of Beirut


Beirut, Lebanon
April 2015

AMERICAN UNIVERSITY OF BEIRUT

THE PERCEIVED BENEFITS OF NLP TO THE HUMAN
CAPITAL OF AN ORGANIZATION

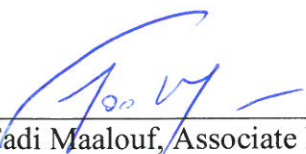
by
SHANT GERARD AKNADIBOSSIAN

Approved by:



Dr. Nadine Yehya, Assistant Professor
Suliman S. Olayan School of Business

First Reader



Dr. Fadi Maalouf, Associate Professor
Department of Psychiatry
Faculty of Arts & Sciences

Second Reader

Date of project presentation: April 27, 2015

AMERICAN UNIVERSITY OF BEIRUT

THESIS, DISSERTATION, PROJECT RELEASE FORM

Student Name: Aknadibossian Shant Gerard
Last First Middle

Master's Thesis Master's Project Doctoral Dissertation

I authorize the American University of Beirut to: (a) reproduce hard or electronic copies of my thesis, dissertation, or project; (b) include such copies in the archives and digital repositories of the University; and (c) make freely available such copies to third parties for research or educational purposes.

I authorize the American University of Beirut, **three years after the date of submitting my thesis, dissertation, or project**, to: (a) reproduce hard or electronic copies of it; (b) include such copies in the archives and digital repositories of the University; and (c) make freely available such copies to third parties for research or educational purposes.

Signature

Date

ACKNOWLEDGMENTS

The purpose of writing this paper was for me to explore a hunch I had about what NLP can be to an organization's human capital. My passion toward the understanding of human behavior and how behavior can be changed has driven me to engage in this project. What I learned from the completion of this project is that always follow your passion and your instincts. It's better to fail in something you are passionate about than to fail in completing other people's work. At the beginning of this program we were told not to try to save the world by doing this project, but I tell you the purpose of every project should be what we can offer to the world and others that can make a difference.

I would like thank Dr. Nadine & Dr. Fadi for their time and support for this project. I would also like to thank my mother for her continuous support.

AN ABSTRACT OF THE PROJECT OF

ShantAknadibossian for Master of Human Resource Management
Major: Human Resource Management

Title: The Perceived Benefits of NLP to The Human Capital of an Organization

In recent years, there has been an increased awareness of unorthodox training techniques that focus on personal development of the employees. NLP is one of the techniques being used for talent development in an organization. NLP can increase the human capital of an organization through developing skills of the employees.

I will explore the benefits NLP can have to the human capital of an organization and I will try to figure out the process of NLP. NLP can have different applications and I will explain the different ways NLP can be applied in a business. Furthermore, this study will focus on the different ways NLP can develop the employees of an organization on the personal level which will improve the human capital of the organization. I concluded the benefits NLP has to an employee are: 1) motivation, 2) improving the emotional intelligence and 3) enhance the decision making process.

CONTENTS

	Page
ACKNOWLEDGEMENT	v
ABSTRACT.....	vi
LIST OF ILLUSTRATIONS	ix
LIST OF TABLES.....	x
Chapter	
I. INTRODUCTION	1
A. Overview.....	1
B. Research Questions.....	1
II. LITERATURE REVIEW.....	3
A. Neuro-linguistic Programming	4
B. Meta-Programs.....	8
C. Representational Systems	10
III. METHODOLOGY, ANALYSIS & FINDINGS	13
A. Data Collection	13
B. Data Analysis	14
C. Participants.....	15
D. Findings.....	17
IV. DISCUSSION AND CONCLUSION.....	36
A. Benefits of NLP at Personal Level.....	36
B. Application of NLP.....	40

C. Negative Reputation and Misconceptions of NLP.....	42
D. Conclusion	42
V. FUTURE RESEARCH SUGGESTIONS AND LIMITATIONS	44
REFERENCES	57
Appendix	
I. INTERVIEW PROTOCOL	45
II. INFORMED CONSENT FORM	47
IV. THEMES, CATEGORIES & STATEMENTS	50

ILLUSTRATIONS

Figure	Page
A1. Eye Accessing Cues	11
A2. Participants Demographics	15

TABLES

Table	Page
1. Motivating Employees.....	19
2. Improving Emotional Intelligence.....	22
3. Enhancing the Decision Making Process	26
4. Process of NLP	29
5. Nature of NLP.....	32

CHAPTER I

INTRODUCTION

Overview

In recent years new training methods and procedures have been developed that are different from the conventional training methods (Von Bergen, Soper, Rosenthal, Wilkinson, 1997). One of those training techniques is NLP which was being used by more than eighty companies in the US in the 1990s (Von Bergen, Soper, Rosenthal, Wilkinson, 1997). There has been an increased awareness in the Middle East in Neuro-Linguistic Programming coaching and seminars. Companies are hiring NLP practitioners to train their employees especially their sales force.

This study focuses on understanding and assessing the potential contribution of NLP to the human capital and its application in various business fields. I start by reviewing the literature on NLP followed by the presentation of my work with NLP practitioners and clients. Furthermore, I present the findings from my study by highlighting the nature of NLP, its application in an organizational setting and its benefits. My main research questions will be what are the benefits of NLP to the human capital of an organization? What is the process of NLP? What is the nature of NLP? Who reaps most of the benefits?

Human capital is the collective implicit knowledge and talent of the employees gained through the recruitment, selection and development methods used by the Human Resources Department (Kong and Thomson, 2009). Human capital grows with the development of employees' skills and talents and with the proper acquisition of talent

The Perceived Benefits of NLP

(Kong, 2010). Human capital is linked to the accumulated knowledge transferred to employees through multiple venues including training, coaching and development. This capital is a function of the people in the organization. In other words, when an employee leaves the organization, s/he takes away from this human capital (Kong, 2012).

NLP had many misconceptions in the market, and a lot of organizations and executives are suspicious of its methods, so in this study we will explore the nature of NLP and the course of action it has. I will explore whether NLP is a science or not and what kind of sciences it is based on. I will also look into the typical clients of NLP or the group of people who can benefit the most from NLP.

CHAPTER II

LITERATURE REVIEW

Before the 20th century, companies and organizations were neither concerned nor interested in the employee's personal factors when hiring a new candidate. The human resource department would focus on the technical skills and the necessary skills required for the job position the candidate was going to fulfill, but no attention was given to the personal factors of the employee, such as work preferences, personality, self-image and the existence of a lifelong plan (Barratt & Georgides, 1995). Recently many organizations started channeling their attention to the personal side of the employees (G.J. Bergenhenegouwen, 1996). Breakthroughs in the field of Neuro linguistics and Psychology has shed some light on the importance of the personal factors when considering the long term success of the employee in the position he has been assigned to. Employees have preferences in work, and when an employee is assigned to work in his preferred area of expertise, then it is more likely that he/she will be more dedicated to the job. Some employees prefer to work in the field while others prefer desk jobs, some prefer working with people while other prefer working with numbers, these preferences have a large impact on the effectiveness and job satisfaction of the employee. In other words, every person might have a strategy to process information and then implement action. Therefore, serious effort must be put to discover the preferences and strategies an employee has. The preferences are sometimes unconscious and even the employee is not aware of them. So it's the job of the human resources specialist to be able to point out the specific job preferences and strategies an

The Perceived Benefits of NLP

individual or a candidate has. Another personal factor that might be crucial in the long term success of the employee is the employee's personality or self-image which reflects on his lifelong plan. The life-long plan influences his/her decisions in choosing a career path or his long term goals of achievement. Through learning the mental processes and the behavioral patterns of an individual, the HR specialist should identify those patterns and then provide him/her with tools for self-development and change. A more self-aware and self-developing employee is by all means more beneficial to the organization than an employee with no self-awareness and no sense of self development (Georges, 1996).

Neuro-Linguistic Programming

Neuro-Linguistic Programming (NLP) is a technology established 40 years ago for self-development and communication enhancement (Robbins, 1987). NLP was developed in the early 1970s by Richard Bandler, a mathematician, and John Grinder, a linguist, at the University of California (Carter, 2001). In short, NLP is a way of shaping and comprehending the structure of subjective experience (the different ways people perceive an experience) and it is concerned with the ways in which individuals process information (Einspruch & Forman, 1985). NLP is not concerned with the "truth" but with the way the reality is perceived by individuals. It challenges the assumption that change or progress requires long term therapy (Tosey & Mathison 2003). The main purpose of NLP is to study how can language influence individuals and cause variations in their behavior (Georges, 1996). NLP has various applications and uses in unlimited fields such as business, healthcare, education, creative writing, practice of law and therapy (Georges, 1996). NLP can be very applicable and beneficial in management and

The Perceived Benefits of NLP

human resources because of the tools it provides for communicating more effectively and understanding the mental processes of the subordinates or the coworkers in the hopes of more effective performance with each other in the workplace. Effective communication can increase the market valuations and the shareholder returns of a firm compared to other firms with poor communication (Cassidy-Rice, 2014). As Cassidy-Rice (2014) mentioned in his article, firms with good communication cultures, have 30 per cent higher market valuations and up to 47 % higher shareholder returns compared to the other firms with poor communication skills.

How does NLP enhance communication in an organization? NLP provides a wide range of tools to improve communication skills in an organization, tools that aid managers to better connect to their subordinates and colleagues, to work with one another in a more effective way (Cassidy-Rice, 2014). It also helps employees to achieve their full potential in their performance because it “recognizes the ways that thoughts and feelings (neuro), combined with the use of language (linguistic), affect behavior (programming).” (Cassidy-Rice, 2014). What separates NLP from many popular training methods or programs are the tools that NLP provides. These tools make the employee aware of the unconscious decision making processes he/ she has. NLP is based on a meta-model that organizes the patterns people use when communicating with a certain language format (Cassidy-Rice, 2014). From a linguistic perspective, when an individual speaks a sentence, s/he unconsciously has a deep structure which reflects the full sensory experience. What is said during a conversation constitutes the surface structure which is an incomplete representation of their experience (Cassidy-Rice, 2014). In the process of converting the deep structure into a surface structure, people generalize, distort and delete information unconsciously using filters. Using the meta-

The Perceived Benefits of NLP

model, individuals can manage their filters and try to see what is beyond the filters of deletion, distortion and generalization. They can get back in touch with the full sensory experience which reflects on the truest form of reality (Cassidy- Rice, 2014).

In summary, NLP provides tools for individuals to learn the ways to (1) utilize language and words in specific manners to encourage, motivate or impact others in positive ways, (2) break limiting beliefs, sometimes dogmas, that limit our potential for growth and development, (3) implant ideas in people's minds in the form of suggestions that are helpful for them to develop and prosper, (4) be able to understand the beliefs of other individuals by the language each individual chooses to use and understand the experience from their point of view, (5) be able to understand the mental processes and patterns of top performers so that one can replicate the excellence in them, (6) start "conversational hypnosis" which is the process of influencing a person's mental thinking through casual conversations (Cassidy-Rice, 2014). NLP has various straight applications in the business world. It can be used in advertising, sales, management and even telemarketing (Yemm, 2006). The most powerful and effective use of NLP is for self-awareness and development (Yemm, 2006). NLP can be very effective in improving the communication skills of an individual and their emotional intelligence by developing superior skills in their self-management (Yemm, 2006). According to Graham Yemm, NLP has 5 major pillars that give a good indication about its nature and application. By using different tools in each pillar, one can improve the skills he wants to improve and achieve growth and development. The five pillars are the following:

1. Outcome thinking: every goal must be set with a clear and concise outcome. An individual's mentality should be results oriented for short-term, medium

The Perceived Benefits of NLP

and long ranged goals. Every action or plan must be executed while having valid reasons in mind. Doing things for a reason and clearly knowing the reason.

2. Sensory Acuity: Being alert and attentive to the feedback and signals you receive whilst communicating to another person. The better you do this the more you will know about the message a person delivers while communicating. By noticing the tone of voice, body language, the choice of words and sometimes the small changes in eye movements, one can better understand the mentality and tune more into the person he/she is communicating with.

3. Flexibility: Insanity is described by the action of doing the same thing repeatedly and expecting different results each time. Humans are creatures of habit, and if we don't attempt new way of operating we will be stuck of doing the same things in the same way. Good communicators tend to learn a lot of different habits in order to be flexible in their ways of operation (Yemm, 2006).

4. Rapport: Building rapport is one of the most important factors of effective communication and persuasion. Rapport can help to reach to the point of mutual understanding between the communicators; it is the ability to tune into the other person.

5. State Management: The ability to control self-emotions, behaviors and attitudes by accepting responsibility and noticing that one can manage his emotions and behaviors to reach the state he wants to be in.

By using tools in each of the areas mentioned above, people can develop and achieve self-awareness that can help them become better employees and a better person (Yemm, 2006).

The Perceived Benefits of NLP

NLP can harm a business if the trainers or users are not NLP experts, a little knowledge about NLP can do more harm than good if used haphazardly (Yemm, 2006). For that reason, if a business wants to employ NLP as a tool for improvement of communication in the organization, then it has to do so with certified NLP experts who have been recognized by the NLP society.

NLP has “presuppositions” that are things they take for granted. The beliefs in these “presuppositions” are more useful to the people when they have it. Some of the most commonly used “Presuppositions” are:

1. The mind and the body influence each other simultaneously and everything in the mind can be reflected on the body and vice versa
2. Doing the same thing many times will not get you different results
3. Failure does not exist only feedback exists, everyone has the “ability” to succeed and be a top performer if he is in the right mental state
4. Communication is the ability to get responses and signals from the other party
5. The behavior an individual has in a given situation is the best of his/her choices available at that moment (Dowlen, 1996).

Meta-programs

Research in NLP has also found that people have additional thought processes besides the main programs and when learned, can help us predict behaviors of individuals (Georges, 1996). They are ways in which our unconscious thought process that influence the decision making of individuals. Those processes are called meta processes information, it is like our mind auto-pilot. Meta programs can be simple or

The Perceived Benefits of NLP

complex. For example a simple meta program is the Adaptive response behavior which entails the process of how individuals adapt or cope with new environments or situations. It can be either flexible or rigid (Georges, 1996). Individuals with flexible meta programs tend to adapt faster to changing environments and individuals with rigid meta programs tend to have difficulty coping with changing situations or environments. A complex Meta program is a more complicated and has more specific triggers. For example a meta program used for the decision making process for hiring a candidate for a managerial position is the Management Direction filter. Through careful and specific questioning of the candidate, we can discover if the candidate is more suitable for a position as a manager of people, as a bureaucrat or as a solo worker. Another complex meta program is the Relationship filter, “which is commonly referred to as a matching or mismatching tendency, causes a person to see similarities or differences in any given situation” (Georges, 1996). This Meta program is mainly about how people sort information to process or learn. A person with a matching tendency would like to agree more to new situations, changes or proposals while a mis-matcher would tend to reject them. This is because “matchers” tend to spot similarities if asked about the relationship between 2 objects or situations, while a mis-matcher tends to focus on the differences of the given objects or situations. If you want to hire the right person for a job that is repetitive and routine, then hiring a mis-matcher would not be the smart choice to make. Mis-matchers see the differences in every situation compared to one another where the matchers can’t or don’t want to see. Matchers tend to generalize and focus on the same points happening in every scenario. A matcher would want to work in a job where he can easily find similarities because the job is repetitive in nature, whereas a mis-matcher would be effective in a job where you need to have a different reinforced response to

The Perceived Benefits of NLP

similar requests like an insurance underwriter or claims officer. In layman terms, a mismatcher always disagrees first to a statement and a matcher always agrees to the statement first. Let us not mistake this Meta program with the creativity Meta program. A matcher and a mismatcher have nothing to do with the level of creativity a person has. Like Tony Robbins once said, we are not Pavlovian dogs. A mismatcher might learn to see the similarities in the relationships and vice versa. In other words, Meta-programs might change over the years, and individuals might develop new meta programs or lose old ones.

Representational systems

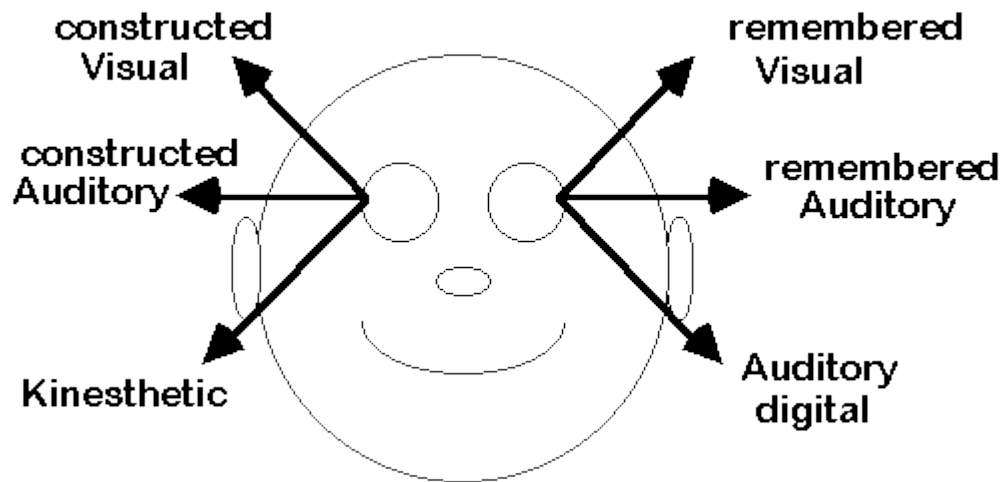
According to NLP, people use 3 representational systems to communicate to themselves: Visual, auditory and kinesthetic. Through learning the ways of communication we can change the states people are in, thus changing their behavior and outcomes. We now know the ways of communication but how do we know which representational systems people use or prefer?

The answer to these questions is something called the Accessing Cues developed in the 1970s by the founders of NLP (Bandler, 2010). The eye movements people do represent the part of the brain they are accessing, hence the representation systems they use. So by looking at the eye movements we can track the mental order of the internal representations an individual follows. We have 6 types of eye movements, and each identify a unique internal representation. For example, when the eye moves to the left and upwards then the person is accessing a visual image from the past, in other words remembering a visual image and not constructing it, which explains how lying works (Dilts, 1998).

The Perceived Benefits of NLP

Figure A1

Eye Accessing Cues



Literature on NLP discusses that we are in varying states of consciousness, and that we can control the states we are in. It also focuses on the unconscious part of the personality. For one to improve his/her communication skills or interpersonal skills with the society, he/she first must improve or change the communication to himself/herself (Robbins, 1987).

In a study by Bogdan Stanciu, NLP was beneficial in training employees and to the business as a whole (2002). Stanciu stated that NLP “is about how to put together all your skills and furthermore, how to bring to surface all your hidden, dormant resources, in order to realize your true potential. It’s about modelling talent in yourself and in others. It is about results.” (2002)

Having said all that, I was intrigued to find how NLP is being coached to people in Lebanon and the perceived benefits of NLP to those who practice it. The research questions are what are the benefits of NLP to the employees of an organization at the personal level? Is NLP applicable in an organizational setting and what is the

The Perceived Benefits of NLP

process? And what is the nature of NLP? Who is a typical NLP client or who can reap most of the benefits of NLP?

CHAPTER III

METHODOLOGY, ANALYSIS & FINDINGS

Data Collection

To answer the research questions, I conducted in-depth interviews with NLP practitioners and NLP clients. I was able to identify the NLP practitioners by searching online for NLP workshops or training sessions in Lebanon. I was able to identify 4 agencies. Secondly I contacted NLP training agencies directly and asked the NLP practitioners for an interview of 30 minutes about the process and promised benefits of NLP. After the consent of the NLP practitioner, the interviews were conducted in a private location and ranged from the office of the participants to a secluded area in a coffee shop. As for the recruitment of clients, I placed flyers in coaching centers of NLP training agencies. The flyers had contact information about the researcher so the interested clients can contact and agree for a time and place of convenience for both parties. I also gave my contact information to the participants (enrolled in the study) and asked them to forward it to the potential participants as a part of the snowballing technique. If interested, the latter will call the PI to express interest in participating in the study. I recruited 3 participants through the flyers and the other 3 clients were referred to me by the initial 3. All the interviews were audiotaped after the participants signed the consent form. The interviews were conducted in English and I had a total of 21 pages of transcript from the 5 practitioners and 10 pages of transcript from the clients.

Data Analysis

I used qualitative analysis to interpret & analyze the transcripts for patterns. There were 2 kinds of interviews: one for NLP practitioners and the second for their clients. I used Thematic coding with an ascending path of analysis to conceptualize the underlying patterns through creating categories of codes I picked from the transcripts. The categories or themes I created were then labeled and prioritized just before I described the connection between the themes I created.

This was a qualitative project. The total number of subjects was 11: 5 of which were NLP practitioners/ professionals and the 6 were NLP clients. The low number of clients was due to the regulations IRB set on my research and because of the confidentiality issues and people's unwillingness to share information about needing coaching.

Thematic Coding

All the answers from the questions asked to all the participants were gathered together and read carefully. Relevant or important statements to our study were extracted and grouped together for analysis. All relevant statements were extracted from the transcripts, and in order to identify patterns all the extracted statements were grouped into 15 categories, 13 of which were shared between the clients and the practitioners, and 2 exclusively for the practitioners. On a second level analysis the 16 categories were grouped into 5 major themes. Some of the statements were later found to be irrelevant with our pursued path of study and were deleted due to the research

The Perceived Benefits of NLP

questions and because in some cases the participants drifted away from topic into other topics which is of no relevance to the study.

Participants

Figure A2

Participants Demographics

Participants' Demographics							
	Pseudonym	Gender	NLP certified practitioner	Educational Degree	Ranking	Industry	Experience (in years)
P1	Jack	Male	Yes	Bachelor Business Administration	Master Practitioner	Training/coaching	10
P2	Rob	Male	Yes	MBA	Master Trainer	Training/coaching	8
P3	Trish	Female	Yes	BA	Master Practitioner	Training/coaching	3
P4	Benny	Male	Yes	BS	Master Trainer	Training/coaching	5
P5	Hairy	Male	Yes	MBA	Basic Practitioner	Mechanical engineer/trainer	5
P6	Samantha	Female	No	MBA	Student	Education	2
P7	Debbie	Female	no	MFIN	SPO senior office	Banking	5
P8	Sean	Male	no	MBA	Auditor	Retail	4
P9	Bob	Male	no	BA	Sales unit manager	Insurance	10
P10	Charlie	Male	no	BA	Sales unit manager	insurance	15
P11	Alpha	Male	no	MBA	Marketing Manager	Insurance	10

The NLP practitioners were mostly self-employed and were currently working in training employees at the corporate level and were experts in human behavioral aspects. I interviewed Practitioners with different level of expertise: Two Practitioners were classified as Basic Practitioners in NLP and trainers in organizations. One practitioner was a certified life coach in addition to his NLP certification and was practicing life coaching, therapy and training employees on the corporate level in skills like negotiation, persuasion, decision making, perceptual positioning and many other. One Practitioner was a certified NLP trainer and a hypnotherapist and was practicing

The Perceived Benefits of NLP

clinical hypnotherapy and also training employees and executives in multi-national corporations in different skills. Another Practitioner was a certified NLP trainer and certified from NGH (National Guild of Hypnotists) as a hypnotist, and he practices clinical hypnosis, life coaching and training employees and executives on the corporate level. He has worked with politicians, celebrities and many high level executives from multi-national corporations.

The six clients we interviewed were currently being trained or coached by NLP practitioners. All of the clients were white collar level and two of them were high level executives in multi-national corporations in Lebanon.

For the qualitative purpose of this study, I interviewed all the practitioners and the clients one on one. The semi-structured interview protocol included 17 questions (Appendix A) related to the benefits participants receive from NLP and the process it has. The questions were mostly open ended questions for both the practitioners and the clients which gave the subjects the chance to explain themselves and to provide richer data. The most effective way of analyzing the data was to start with reading and inspecting gathered information. Afterwards I cleaned the data of unnecessary parts and portions which were irrelevant to the study. Some of the subjects were very conservative in some of their answers and were not willing to share a lot of information due to the sensitive nature of some of the questions asked, like question number 3 for the clients “why did you choose to take an NLP training?” or questions “how did NLP affect your work?” and “how did NLP affect your personal Life” for the clients.

However I did not have the same problem with the practitioners. Some of the practitioners mentioned the challenge of being able to quantify the results of their trainings. This difficulty was due to the fact that it was based on human behavior. But

The Perceived Benefits of NLP

they were able to measure their success through the performance of the trained employees in that particular skill in which they were being trained in. In addition, the management's request of further trainings in different skills after they witnessed the first training is a clear sign of success of the previous training. The reason for the fast success is because as one of the practitioners mentioned that "the best way to change human behavior and get the best results" is "when you really can go to the unconscious side of the behavior".

Findings

As a result of the thematic coding of all the statements generated both from the practitioners and the clients we derived 15 categories and 5 themes that are a result of our research questions: what are the benefits of NLP to the employees of an organization at the personal level? Is NLP applicable in an organizational setting and what is the process? And what is the nature of NLP? Who is a typical NLP client or who can reap most of the benefits of NLP?

I analyzed the data based on each of the above main research questions through presenting the emerging themes in each of the questions.

What are the benefits of NLP to the employees of an organization at the personal level?

From the answers to the questions that are related to the first research question *what are the benefits of NLP to the employees of an organization at the personal level?*

3 themes emerged, namely "*Motivating employees*", "*Improving Emotional Intelligence*" & "*Enhancing the Decision Making Process*"

The Perceived Benefits of NLP

Motivating employees

As per the clients and practitioners NLP is a tool that can motivate an individual in the fastest way at the unconscious level.

The practitioner Trish mentioned in her answer to the question “*how can NLP contribute to the employee’s skills?*” the statement “*First of all, you can motivate them, there are different ways of motivating and give them a stimuli and giving them purpose for their working*” (Trish). She also mentioned continuously that NLP can motivate an individual and make him/her more enthusiastic about his job and role in an organization. On the other hand clients also stated in their answers that after they received the NLP training or coaching session they were very motivated and enthusiastic, for example some of the clients mentioned in their answers “*Actually during the training I was very motivated*” (Debbie) and “*It gives you refreshing instruments for self-motivation*” (Bob). The same client stated that “*the most important benefit is that it changed the perception I used to think that you can’t heal yourself, you can do everything, the power, and everything you want is within you*” (Debbie). Diving deeper into the topic, the theme Motivating employees generated 2 categories.

The First category “Generating Self Confidence” dealt with statements about NLP promoting self confidence in employees. Practitioners stated phrases like “*promoting self-confidence at will*” (Rob) when asked “*How can NLP contribute to the employee’s skills?*” Clients on the other hand mentioned phrases like “*help you count on yourself to gain more confidence*” (Bob) when asked “*if someone asked you to explain NLP to them what would you say?*” and “*more self-confidence*” (Bob) when asked “*what skills you wanted to gain from NLP?*” Also the client Samantha answered

The Perceived Benefits of NLP

with the keyword “confidence” when asked “*what is the most important benefit you received from NLP?*”

The Second category that emerged is “Fast effect” which covered all the statements made that were related to the fast effect NLP has on changing behavior of an individual, statements such as “*NLP has proven to cure things very fast*” (Jack) and “*it gives you effect faster than others*” (Jack) when asked the question “*how is NLP different from other interpersonal communication training?*” And “*how fast it is, it was pretty fast, the interventions were fast they were unreal*” (Rob) when asked the question “*why were you interested in NLP?*” or “*Fast and permanent change*” (Rob) when asked “*what are the most important benefits of NLP?*” The clients also shared the same phrases and statements such as “*When I opened my eyes*” (Samantha) when asked “*how long did it take for you to feel the results from the NLP sessions?*” And “yes” when asked if it had an immediate effect on them. What differentiated NLP from the other training programs was the fast change results it had on the clients.

Table 1

Theme 1: Motivating employees

Categories	Statements Practitioners	Statements Clients
1. Generating Self Confidence	<ul style="list-style-type: none"> ◦ promoting self-confidence at will 	<ul style="list-style-type: none"> ◦ you can do everything & everything is within you ◦ do whatever you wanted to do ◦ the important benefit I received from NLP is

The Perceived Benefits of NLP

		<p>confidence</p> <ul style="list-style-type: none"> ◦ help you count on yourself to gain more confidence ◦ NLP teaches you to count on yourself
<p>2. <i>Fast effect</i></p>	<ul style="list-style-type: none"> ◦ NLP has proven to cure things very fast ◦ getting results fast ◦ immediate benefit is what we promise ◦ NLP is very fast ◦ it gives you effects faster than others ◦ it was pretty fast, the interventions were fast they seemed unreal ◦ fast & permanent change 	<ul style="list-style-type: none"> ◦ NLP can be a cure to serious problem quickly ◦ it had a direct effect on me ◦ direct effect

Improving emotional Intelligence

The Perceived Benefits of NLP

In many cases practitioners mentioned the unavoidable relationship between NLP and *improving the emotional intelligence* of the employees. 3 categories emerged from the theme “*Improving emotional intelligence*”.

The first category “Non-verbal communication” covered statements by the practitioners such as “*business NLP or coaching, it becomes more of body language*” (Rob) and “*I go through different representational systems going through the perception of the representational systems then we go into fine tuning our sensory acuity*” (Hairy) when asked “*what is a typical session like?*” This category was about the communication through receiving feedback through the representational systems of the clients and fine tuning their sensory acuity. Memory accessing cues from the eye movements of the clients was used as receiving data from the clients in nonverbal communication. This category also covered statements made by the clients such as “*Communication, body language, what to wear*” when asked “*in what ways did NLP affect your work?*” and “*Master yourself, your attitude, your relation with people, your communication skills*” (Charlie) when asked “*If someone asked you to explain NLP to them what would you say?*” NLP teaches the clients a great deal about body language and other non-verbal communication channels.

The second category that emerged is “Improving people management/ interpersonal skills” that covered statements from the practitioners such as “*business NLP or coaching, it becomes more of body language, more of negotiation skills*” (Rob) when asked “*what is the purpose of this training?*” & “*how to read people*” (Trish) when asked “*how did NLP impact your life?*” also “*you can definitely influence people more*” when asked “*how can NLP contribute to an employee’ skills?*” (Rob). This category also covered statements from the clients who believed they benefited from

The Perceived Benefits of NLP

NLP in acquiring interpersonal skills by stating “*understand how people behave*” & “*understanding how people think, react & the reaction behind them*” (Alpha) when asked the questions “*Why did you choose to take NLP?*” & “*what is the most important benefit you received from NLP?*” respectively. This category also involves statements about leadership, acquiring persuasion tools from NLP and people management.

The third category is “Managing own Emotional states” **and** it covers statements like “*mastering your mood and attitude*” & “*to try to change the mood*” when asked “*why did you chose to take NLP training?*” and “*what skills you wanted dot gain from NLP?*” respectively. This category is about the skill of managing the emotional states that it provides to the clients. It also covered all the statements made by both the practitioners and the clients related to removing or curing a fear or a phobia an individual had that was affecting him/her during the course of their day to day work. Some of the practitioners mentioned statements or phrases like “*to remove a phobia*” (Rob) or “*overcome a problem that this person might have, any kind of problem, a habit, a bad habit, a phobia*” (Trish). Other practitioners mentioned that “*I have people with elevator phobia, claustrophobic, they climb the 10 stairs to here and sometimes from the first sessions they go down with elevator*” (Jack). The clients had statements like “*It cured me from a phobia*” (Samantha) and “*I know people who were cured by NLP*” (Samantha) when asked the questions “*in what ways did NLP affect your personal life?*” & “*Do you know other people who took NLP?*” respectively.

Table 2

Theme 2: Improving Emotional Intelligence

Categories	Practitioner statements	Client statements
------------	-------------------------	-------------------

The Perceived Benefits of NLP

<p>Nonverbal communication</p>	<ul style="list-style-type: none"> ◦ it's a model of communication ◦ we talk a bit about body language ◦ business NLP or coaching , it becomes more of body language ◦ I go through different representational systems going through the perception of the representational systems then we go into fine tuning our sensory acuity ◦ it shows that a few apply simple techniques you learn in NLP you can as well close the gap the time needed to have this rapport ◦ NLP & memory accessing cues ◦ 	<ul style="list-style-type: none"> ◦ master your communication skills ◦ communication & body language
<p>Improving people</p>	<ul style="list-style-type: none"> ◦ having more persuasion 	<ul style="list-style-type: none"> ◦ strong negotiation

The Perceived Benefits of NLP

<p>management/ interpersonal skills</p>	<p>tools</p> <ul style="list-style-type: none"> ◦ managing your relations ◦ it's a people skill ◦ with people management <p>NLP gives you another door</p> <ul style="list-style-type: none"> ◦ business NLP or coaching , it becomes more of body language, more of negotiation skills ◦ leadership skills training ◦ situational leadership ◦ sales primarily use NLP ◦ selling skills ◦ boosting skills to be charismatic ◦ how to read people better ◦ you can definitely influence people more ◦ how to figure out people ◦ how to read their thought patterns ◦ knowing which lobe of the 	<p>skills</p> <ul style="list-style-type: none"> ◦ control your relationships ◦ master your relation with others ◦ how to deal with people that's the major benefit ◦ gives us sales and communication skills ◦ understand how people behave ◦ understanding people ◦ understanding people's behavior ◦ understanding how people think, react & the reaction behind them
---	---	--

The Perceived Benefits of NLP

	<p>brain they are using</p> <ul style="list-style-type: none"> ◦ white collar people management ◦ conflict resolution ◦ persuading the audience better 	
Managing own emotional states	<ul style="list-style-type: none"> ◦ Fast phobia removal ◦ overcoming problems, bad habits & phobias ◦ managing your own emotional states ◦ Getting out of phobias ◦ to get rid of whatever challenges you have, not whatever if it was something related to behaviors, related to the way you are dealing with emotions ◦ Get rid of phobias ◦ limiting belief about life ◦ overcoming problems, bad habits & phobias ◦ identifying the challenge 	<ul style="list-style-type: none"> ◦ changing my moods ◦ control your life ◦ controlling your attitude ◦ change the mood ◦ master your mood & attitude ◦ a way to try to change my mood ◦ master your attitude ◦ controlling anger ◦ an effort to control ◦ it cured me from a phobia ◦ People were cured

The Perceived Benefits of NLP

	<p>& limiting belief</p> <ul style="list-style-type: none">◦ I had limiting beliefs about life about money and about relationships & now they are all gone can't even remember them	
--	---	--

Enhancing the decision making process

The third Theme that emerged is “enhancing the decision making process” at the personal level regarding the benefits an employee receives from NLP. 2 categories emerged from this theme. The first category is “Effective and Efficient Decision making” and it covers statements and key phrases from the practitioners such as *“take different or better decisions or at least they can get confident about new decisions”* (Hairy) when asked the question *“what are the most important benefits of NLP?”* The practitioners stated that NLP can help employees make more efficient and effective decisions and take responsibility for them. This category covered statements from the clients such as *“It mainly helps me in decision making”* & *“disable” emotions” from affecting your decision making”* (Sean) when asked the questions *“in what ways did NLP affect your work?”* & *“what is the most important benefit you received from NLP?”* respectively. The clients claim that NLP training sessions have helped them to

The Perceived Benefits of NLP

gain new skills in decision making and be more effective at it by not letting fears or emotions affect their mental processes.

The second category is “Goal Setting” and it covers statements from the practitioner like “*let’s say you don’t know how to reach your goal, your target NLP will help you stick to it*” (Trish) when asked the question “*what are the most important benefits of NLP?*” Practitioners claimed that NLP can be of big help in setting new goals and new aims in life and executing them. This category also covers statements by the clients like “*help me set precise goals*” (Charlie) when asked “*what is the most important benefit you received from NLP?*” Clients stated that NLP helped them with the decision-making process through setting of precise and clear new goals in their life and in their execution.

Table 3

Theme 3: Enhanced Decision- Making Process

Categories	Practitioner statements	Client Statements
Effective and efficient decision making by emotional control	<ul style="list-style-type: none"> ◦ taking better decisions ◦ getting confident about new decisions ◦ real decisions are made at the unconscious level ◦ NLP techniques would be typical for people who cannot 	<ul style="list-style-type: none"> ◦ it mainly helps me with decision making ◦ take the right decisions ◦ not letting fears or emotions interfere that might prohibit growth ◦ I was more aggressive in not letting emotions

The Perceived Benefits of NLP

	<p>take decisions</p>	<p>or some fear factors interfere</p> <ul style="list-style-type: none"> ◦ blocking beliefs, habits or emotions that prohibit you from taking decisions for development & growth ◦ base your decisions on what makes you grow or advance in life ◦ breaks boundaries of decision making
<p>Goal setting</p>	<ul style="list-style-type: none"> ◦ let's say you don't know how to reach your goal, your target NLP will help you stick to it ◦ you can become a different person by setting new aims new goals 	<ul style="list-style-type: none"> ◦ help me set precise goals

The Perceived Benefits of NLP

Is NLP applicable in an organizational setting and what is the process?

The second research question that we will analyze is “*Is NLP applicable in an organizational setting and what the process is?*” To answer this research question we had to analyze the answers of the following questions “*How would you describe the training?*” and “*If someone asked you to explain NLP to them what would you say?*” that were asked to the clients and the questions “*what is a typical NLP session like? What is the process?*” And in some cases the answers to the question “*How is NLP different from any other interpersonal communication training?*” that were asked to the practitioners. As a result of this analysis the theme “The Process of NLP” emerged. Furthermore, 4 categories emerged from this theme, the first category is “Hypnosis” which covered statements made by the practitioner and the clients about the use of hypnosis and hypnotherapy in the process of NLP. Practitioners mentioned phrases like “*to change human behavior and get the best result when you really can go to the unconscious side of the behavior*” (Jack) when asked the question “*Do you assess the clients before the training?*” and other phrases like “*you can’t separate NLP from hypnotherapy*” or “*NLP is a waking hypnosis*” (Benny) when asked the questions “*How is NLP different from other interpersonal communications skills training?*” and “*what is a typical NLP session like? What is the process?*” respectively. The clients on the other hand also stated phrases such as “*the subconscious and the subliminal is the one we should rely on*” (Bob) and “*When I opened my eyes*” (Samantha) when asked “*how long did it take for you to feel the results from NLP?*” These 2 statements are clear signs of the use of hypnosis during the workshop. The second category that emerged is “Linguistic applications for programming the brain through identifying & changing thought patterns and processes” that covered key statements said by the practitioners

The Perceived Benefits of NLP

such as “*know what is the program existing for their brain, the way they sell, & how they update that program*” (Rob) & “*I look for their language for the limiting beliefs they have*” (Jack) when asked the question “*What is a typical NLP session like what is the process?*” practitioners stated that by listening to the language of the clients the “*representational systems*” they can know the existing program or behavioral patterns of the person so that they can change it by using different methods one of which is “*Anchoring*” or “*conditioning*”. As for the clients they stated that “*the trainer used the neurology & the language & the programming of the mind to change/ affect the behavior*” (Debbie) when asked the question “*if someone asked you to explain NLP to them what would you say?*” so the clients were also aware of the fact that practitioners were using the language and the neurology of the clients to change their behavioral patterns. The third category that emerged is “*Changing the perception of reality*” which covers statements mentioned by the practitioners like “*it really helps you with the way you see things, we use to change that perception of reality*” (Jack) when asked “*what are the most important benefits of NLP?*” and other statements covered by the clients like “*it changes your perception of things, it changes your map of reality*” (Samantha) when asked “*If someone asked you to explain NLP to them what would you say?*” NLP can educate the clients about the generalizations, deletions and other things people do to the data they receive every day and that every person has a different map of reality based on which they process the information they receive (Einspruch& Forman, 1985).

Table 4

Theme 1: The Process of NLP

Categories

Practitioner Statements

Client Statements

The Perceived Benefits of NLP

<p>Hypnosis</p>	<ul style="list-style-type: none"> ◦ you can't separate NLP from hypnotherapy ◦ communicating at the unconscious level ◦ the coaching happens on 2 side basis, the first is NLP and some other parts about neuro associative conditioning, hypnosis ◦ persuading at the unconscious level ◦ to change human behavior and get the best result when you really can go to the unconscious side of the behavior ◦ Anchoring ◦ NLP is waking hypnosis ◦ NLP works at the 	<ul style="list-style-type: none"> ◦ it had an effect on me when I opened my eyes ◦ subconscious and subliminal are used ◦ subliminal messaging ◦ go deeper in mind
-----------------	---	---

The Perceived Benefits of NLP

	unconscious level	
Linguistic applications for programing the brain through identifying & changing thought patterns and processes	<ul style="list-style-type: none"> ◦ you have to play with the words ◦ I look for their language for the limiting beliefs they have ◦ representational systems ◦ through feedback about him understanding how the brain is using this program based on benefits to stop smoking or overeating ◦ program and literally reprogram the brain to not do that behavior ◦ identifying mental processes & patterns used by a person ◦ how to read their thought patterns 	<ul style="list-style-type: none"> ◦ the trainer used the neurology & the language & the programming of the mind to change/ affect the behavior ◦ it is based on psychology and some of it is based on science of linguistics ◦ the process of change ◦ It's a process & a mechanism that you need to practice everyday ◦ I think it is the things you want to change in your life are different, you want to change something in your personal life , something in your work life, something

The Perceived Benefits of NLP

	<ul style="list-style-type: none"> ◦ not what they are thinking but how they are thinking it ◦ know what is the program existing for their brain, the way they sell, & how they update that program 	<p>in your relationships or whatever but I think the mechanisms are the same</p>
Changing perception of reality	<ul style="list-style-type: none"> ◦ it really helps you with the way you see things, we use to change that perception of reality ◦ Same Presuppositions 	<ul style="list-style-type: none"> ◦ it changes your perception of things ◦ it changes your map of reality

Is NLP a science? What is its nature?

One theme “Nature of NLP” emerged in the answers of this general question, which encompasses interview questions like “*To you NLP is a science, an art or neither?*” & “*how is NLP different from other interpersonal communication skills training?*”⁴ categories emerged from this theme, 3 of which were relevant to the question *Is NLP a science? What is its nature?* The first category is “NLP is a methodology” and it covers the debate whether NLP is a science or not. Practitioners mentioned statements in their answers like “*it’s a methodology of what works if I see you for example lose weight easily, I learn your strategy about that and I apply it if I*

The Perceived Benefits of NLP

can find a pattern” (Jack) & “NLP deals with only what works so it’s a pseudo-science” (Hairy) however as for the clients they were not sure of the nature of NLP if it is a science or not but they still had phrases ranging from “ I think it’s a science” (Debbie) & “ It’s a mix between science and art”(Sean) to “ It’s definitely not science” (Charlie) which unlike the practitioners were not backed up with valid reasons or evidence about their statements of the nature of NLP. The second category is “NLP is a tool” and it covered statements by both the practitioners and the clients about NLP being an instrument to achieve an outcome and a means to an end and not the end itself, statements such as “NLP is a small part of the bigger tools that we use” (Rob) and “it’s basically techniques, it’s a tool, they are tools” (Trish) as it appears in the above statements practitioners consider NLP one of the tools they use to change the behavior of an individual. Clients also shared this idea of NLP being a tool and claimed that “these are tools to master yourself” (Charlie). The third category is “NLP is clear and systematic” and covers all the statements made by practitioners and clients about how NLP has a clear structure and system to apply, and comes with predefined set of rules and structures that any reasonably educated individual can use and apply. However in order to change the behaviors of others through NLP one has to be highly trained and educated well enough in NLP. Practitioners stated that “NLP for me as an engineer is that it has a clear system & a clear process & it comes predefined” (hairy) & “It has a structure to it” (Hairy) when asked “how is NLP different from any other interpersonal communication skills training?” Clients also mentioned the clear structure and systematic approach of NLP by stating that “the mechanisms are the same for change” (Debbie) meaning NLP has uniform mechanisms you can apply.

Table 5

The Perceived Benefits of NLP

Theme 1: Nature of NLP

Categories	Practitioner statements	Client Statements
<p>NLP is a methodology</p>	<ul style="list-style-type: none"> ◦ it's a methodology of what works if I see you for example lose weight easily, I learn your strategy about that and I apply it if I can find a pattern ◦ methodology to find patterns that work ◦ evidence procedure that change has happened ◦ NLP deals with only what works so it's a pseudo-science ◦ It's the art of science ◦ NLP is a science & there are phenomenal studies backing it up & you can measure it 	<ul style="list-style-type: none"> ◦ I think it's both but it's more like a science ◦ I think it's a science ◦ maybe a science ◦ it's definitely not science maybe in some parts its backed up by science ◦ it's a mix between art and science
<p>NLP is a tool</p>	<ul style="list-style-type: none"> ◦ NLP is the remote or 	<ul style="list-style-type: none"> ◦ these are tools to

The Perceived Benefits of NLP

	<p>tool working for our behavior</p> <ul style="list-style-type: none"> ◦ NLP is a small part of the bigger tools that we use ◦ NLP is a tool in a toolbox ◦ it's basically techniques, it's a tool , they are tools 	<p>master yourself</p> <ul style="list-style-type: none"> ◦ it's all through the training because there were several factors, several tools, several information that were given so all through the training I was informed
NLP is universally applicable	<ul style="list-style-type: none"> ◦ all people are typical NLP clients ◦ All sectors & industries benefit from NLP ◦ NLP aligns itself to you ◦ everybody can use NLP ◦ everybody can benefit from NLP at his/her own level 	
NLP is clear and systematic	<ul style="list-style-type: none"> ◦ It will come with the same presuppositions 	<ul style="list-style-type: none"> ◦ the mechanisms are the same for change

The Perceived Benefits of NLP

	<p>you would find the same approach</p> <ul style="list-style-type: none"> ◦ NLP techniques that help in memorizing ◦ NLP for me as an engineer is that it has a clear system & a clear process & it comes predefined ◦ It has a structure to it 	
--	---	--

Who can reap most of the benefits of NLP?

The theme “Nature of NLP” has one category that applies to this research question. The category is “NLP is universally applicable” and it encompasses the topic of NLP being a tool that can be used with every person from different backgrounds, ages, sexes and races. There is no particular criteria upon which NLP clients are chosen, as long as the client has to deal with people in his/her work then NLP can benefit him/her in many ways, further more if someone is interested in self-development and has the self-driven desire for change then NLP can be of great benefit in changing his/her behavior in the way he/she wants. Practitioners stated “*All sectors & industries benefit from NLP*” (Benny) & “*everybody can benefit from NLP at his/her own level*” (Trish) when asked “*what industries or sectors benefit from NLP the most?*” & “*who can reap most of the benefits of NLP?*”

Difference between practitioner and clients

In some cases there were categories used only by either the practitioners or the clients, this is due to the difference in the level of expertise in using NLP and the different purposes which NLP is used for. In other words a practitioner will intend to use NLP primarily to change the clients behavior or beliefs, while the client will intend to use NLP to benefit from it in his/her own way. The practitioner does not mention the benefit because he/she has taken it for granted and speaks from a more advanced standpoint, while the client considers that same benefit he/she receives from NLP as a major and single one. For example the category controlling own emotional states in the theme Improving EI, the client “Charlie” had many statements like “change the mood” or “master you mood and attitude” or the client “Samantha” saying “controlling my life, controlling my attitude” when asked the question “What skills you wanted to gain from NLP?”. But the practitioners didn’t mention that because practitioners consider this category to be of much lesser importance than some of the advanced benefits of NLP. Whereas the clients consider this particular benefit to be one of highest importance because they are not advanced enough in NLP to realize the much deeper benefits it brings provides

As in the category “NLP is universally applicable” in the theme “Nature of NLP” only practitioners answered relevant answers like “Everybody can benefit from NLP at his/her own level” (Trish) & “All people are typical NLP clients” (Benny) when asked the question “who is a typical NLP client?” & “who do you think can reap most of the benefits of NLP?”

CHAPTER IV

DISCUSSION AND CONCLUSIONS

Neuro-linguistic programming has been spreading in the Middle East at a very fast pace in recent years and every month new companies are hiring NLP experts to train their employees by doing various workshops. NLP promises many benefits to organizations that can be broken down to 3 basic benefits at the personal level which can be transformed into an organizational benefit if used strategically.

Benefits of NLP at personal level

NLP has the ability to motivate an employee when trained by an NLP expert, improve the emotional intelligence of the employee at many levels and enhance the decision making process.

Motivating employees

As per the practitioners and clients, NLP can benefit an employee by motivating the employee through giving him/her the self-confidence s/he needs. NLP uses hypnosis and the science of linguistics to change the behavior in employees in a very fast time frame. Many companies have the problem of demotivated employees in the organization which causes bad overall workforce morale in an organization. Many executives and experts try to find the methods and the stimuli for motivating employees and they attempt to motivate them through different methods like profit incentives,

The Perceived Benefits of NLP

career advancement opportunities and other rewards which can work for some time but fade away with time if not renewed. NLP can motivate an employee by identifying his/her values and belief systems and granting the self-confidence they need to generate the energy needed to be active as an employee. Furthermore, all this can be done in a very fast period that's what differentiates NLP from rest of the trainings and workshops. If an employee has difficulty of public speaking & presenting ideas in a crowd, he/she will be very demotivated and maybe even unproductive if he/she works in jobs such as sales, PR or even managerial jobs. We will not discuss the effectiveness or performance of this employee at that job because that's an entirely different study. At this point our study shows that NLP experts can motivate employees in a very short period of time and make them more enthusiastic about their jobs and purposes in the organization regardless of their performance.

The reason behind this fast change of behavior or attitude is the fact that NLP experts communicate with the employees at the unconscious level through hypnosis and neuro associative conditioning. When communicating at the unconscious level the practitioner will be able to understand how the individual is processing information, what strategy he uses in his mind. Then using the same process and strategy the practitioner will be able to send him subliminal messages that will pass his filters and go directly to the unconscious, this is very similar to hypnotherapy. In many cases employees have the skill of presentation but are too afraid of using it and lack the self-confidence to use it in public places, NLP experts can neutralize the fear that an employee has and generate self confidence in that employee so that he/she can come forth and use that skill that he/she already has. Self-confidence in a certain ability generally enhances motivation in an individual (Benabou&Tirole, 2002). NLP

The Perceived Benefits of NLP

practitioners can reprogram the system an employee uses that is based on the reason why he works and can make it a system which is beneficial for them and the company, so that the employee can have a purpose at work hence being more motivated. In a case of the NLP client interviewed, the participant mentioned that the NLP practitioner made her change her perception of waking up for work every morning and to making waking up for herself, which made her much more motivated at work since she believed she was investing that time for herself and not for the company. I will not dive deeper of how NLP operates psychologically and at the unconscious level to achieve the results it does. I will leave that for another psychological study, however my study is concerned with what and how NLP can bring to the table when it comes to improving the human capital of an organization. As discussed above through interviewing both practitioners and clients that NLP motivates an employee and makes him/her more enthusiastic at work.

Improving Emotional Intelligence

NLP is a methodology that if learned can improve an employee's interpersonal and communication skills. NLP encompasses the different linguistic strategies individuals use to communicate and it can be a vital tool in improving people skills such as negotiation, persuasion and leadership skills. If employees are trained in NLP they will understand nonverbal communication and use it to communicate more effectively in the organization or even in their personal life. Learning Nonverbal communication also enables employees to better read colleagues or superiors and better figure out their behavior. NLP claims that nonverbal communication plays a major role in understanding human behavior and it can be used to change it. Furthermore, NLP is an

The Perceived Benefits of NLP

effective persuasion and negotiation tool that can be used in presentation and sales, it will also improve the people management skills an employee has if he/she is at managerial level. Managers can benefit greatly from NLP in order to better manage and deal with their subordinates through understanding their behavior and attitude. NLP can help the manager understand the source of the behavior or the attitude he/she faces from his subordinates, it will improve the manager's people skills. When conflicts arise NLP can be very useful in resolving them. If trained with NLP employees can learn how to keep a situation calm and have a solution oriented attitude. In addition, NLP techniques can help employees or managers to learn how to manage their emotional states and control their moods through anchoring and many other techniques based on Neuro-associative conditioning. In one of the interviews with a client, Charlie mentioned that NLP helped in mastering his own attitude and mood, changing his mood when it's a bad one and being able to control emotional outbursts. The ability to control one emotions is one of the cornerstones of emotional intelligence, and will enhance the communication among the employees whether it's a downward or upward one. Managers can benefit from this the most when communicating a sensitive message to a subordinate or subordinates can benefit from this while communicating a sensitive message to their superiors. Again whether improving the emotional intelligence of employees affects their performance or not is a different study, however this study discusses how NLP can improve the emotional intelligence of an employee in an organization. Even though it argued that whether leadership skills are inborn or acquired, NLP experts claim that through using NLP techniques, one's leadership skills will improve and he/she learn the mental process or anchor to be charismatic or any other features a leaders should have. As mentioned by one of the practitioners "Boosting skills to be charismatic" when

The Perceived Benefits of NLP

asked about the benefits of NLP. Finally, NLP can remove phobias and limiting beliefs someone has. By learning NLP techniques can neutralize a phobia or an extreme fear a person has that has been affecting his/her emotional state negatively.

Enhancing the decision-making process

Decision-making is one of the crucial competencies a manager or even a regular employee needs in order to develop and progress or even survive in an organization. Through our findings we realized NLP techniques can enhance the decision making process of an employee dramatically. NLP is a methodology and it finds patterns that work and re apply them. The major benefit that NLP contributes to decision making is the fact that it goes deeper in the unconscious to disable some fears or beliefs that the employee has that are inhibiting his ability to take the necessary &right decisions. NLP generates the confidence needed for the individual to take the right decision he/she has been hesitating or afraid to make. It also helps employees to set and break down what are their precise goals that they want to pursue and help them implement their action plan to reach the goals they set. As an employee moves up the ladder of management his/her decisions become harder and harder to make, for that reason this particular feature can be of most importance to managerial positions. Managers and other high level executives need to take decisions with very high responsibility and importance to the firm, hence the need for such tools and techniques of NLP are more crucial than a line employee.

Application of NLP

The Perceived Benefits of NLP

There are 3 types of NLP trainings a company might consider undergoing. The first is called NLP coaching, the second is NLP workshops and the third is NLP seminars. In NLP coaching the company hires a couple of NLP practitioners and they coach the employees on one-on-one basis so that each employee can be trained in using the NLP tools and techniques in the interpersonal skills and decision making skills. This is typical for companies that rely on their sales force and salespeople to sell their product. The company hires the practitioner to train the sales agents on body language, persuasion tools, negotiation tools and communication strategies to receive the maximum benefits from NLP.

The second type is NLP workshops where the company brings a NLP expert as a speaker to give lectures about conflict resolution or dealing with problems at work and then gives exercises for employees to perform. This type of NLP training works best if given to specific departments in a company that need to work on specific skills like perceptual positioning or highly detail orientation.

The third type is NLP seminars, which companies do for their employees for motivation and positive energy. During NLP seminars NLP experts give speeches about various things and they do various activities to motivate the employees using different methods. The methods used during the seminar can be hypnosis, conditioning or other techniques that work on the unconscious level of the participants. NLP will work on employees whether they are aware of its subliminal messaging or not because the unconscious mind takes language very literally and it doesn't reason like the conscious (Bandler,). However, the degree of influence NLP has on a client depends on the level of desire the client has for change. Even though NLP's influence on the clients has no criteria upon which it operates, there are still some cases who are more influenced of

The Perceived Benefits of NLP

NLP than others. NLP works on all ages, sexes, races and backgrounds and all industries can benefit from NLP in their own way, like the practitioner Trish mentioned in her answers that everyone can take whatever they want from NLP because it is a tool that people use to reach goals and it is not the goal itself. One can use NLP for self-development while other can use it to influence others. As another practitioner Hairy also mentioned “NLP aligns itself to you” and is only the means to the end. Hence, an individual with no desire for change or development will not benefit from NLP as much as an individual who has the hunger for change or development.

Negative Reputation of NLP and the misconceptions

In the field of Psychology and organizational behavior there has been some misconceptions about the nature of NLP and its uses in the field. The founders of NLP never claimed about the nature of NLP being a scientific one, furthermore NLP is a methodology and it is backed up by different sciences like hypnotherapy, psychology and linguistics. NLP is a tool or a technique that people can use to achieve the results they want to achieve whether an ethical one or not. In other words, NLP can be used to impact people and influence them in negative ways, but that does not mean NLP is a cult or a religion. NLP can change behavior and even alter thought patterns and if used by unethical people it will have unethical implications. Hence, whether NLP is manipulative/unethical in nature or not depends on the person using it.

Conclusion

The Perceived Benefits of NLP

The benefit NLP gives to an employee are many and those benefits can develop an employee and make him/her more motivated towards his roles and responsibilities in the organization. Employees with better emotional intelligence, advanced decision making processes and a motivated attitude will contribute to a better environment and a culture in a department and eventually in the organization. Communication will be more effective and smooth whether it's upward or downward communication. An effective communication among the colleagues of one department will decrease the level of conflicts and misunderstandings that decrease the productivity of a department. In addition, NLP coaching if done per employee basis will have significantly faster results than any other coaching method whether it's cognitive behavioral training or other.

NLP can also be used in the recruitment and screening stage of employment. NLP techniques will help discover the mental patterns an individual has and according to that evaluate him/her on the position he/she is applying to. NLP has something called Meta programs that categorize thought patterns of different individuals. Using the meta-programs developed in NLP, HR specialists can evaluate candidates or employees to figure out their competencies and personalities. Whether personalities affect Job performance or not is not in the scope of this research.

CHAPTER V

FUTURE RESEARCH SUGGESTIONS AND LIMITATIONS

One of the limitations in this research was the regulations of the IRB to recruit clients for interviews. Due to the confidential nature of the practitioner client relationship, the NLP center or practitioners were unwilling to give us their clients to interview. Some of them even refused we put flyers for interested clients to contact us. The only way we could recruit was through flyers in the social media. Another limitation was the fact that we couldn't find clients to interview before and after the NLP training because of 2 reasons. The first is the fact most of the clients who took NLP sessions were not aware of it being NLP related before taking the session, and after they took it they found out. The second reason is that many clients were sent to NLP trainings by their companies and not of their own choosing. Finally a lot of clients did not admit that they took NLP sessions because of the cultural implications about therapy and the lack of comfortableness of discussing the reason that led them to NLP.

Further research should be done on whether the benefits NLP provides the employees improve their performance in the job and in turn increase productivity and contribution margin of the company. Also using the different aspects of NLP a training program can be designed for employees in different competencies and then used to improve the performance of the employees. Finally NLP can be used at the recruitment and selection phase of talent acquisition. Developing questions and other methods of recruitment by using NLP techniques might be worth the investment.

Appendix I

Interview Questions to the NLP practitioner:

1. How did you come across NLP?
2. Why were you interested in learning NLP?
3. How did NLP impact your life?
4. How can NLP contribute to employee's skills?
5. Who is a typical NLP client?
6. Sectors benefit from NLP the most?
7. How is NLP different from other interpersonal communication skills training?
8. What is the purpose of this training?
9. If yes, how? After the training? How?
10. What is a typical NLP session like? What is the process?
11. From your experience, what do most people look for in NLP training?
12. What are the most important benefits of NLP?
13. Who do you think can reap most of the benefits of NLP?
14. Are you aware of negative reputation to NLP? If yes, how do you respond to it? If no, NLP is accused of being manipulative, what do you have to say about that?
15. To you, NLP is a science, an art, or neither?
16. How do you explain the recent interest in NLP in Lebanon knowing that this field has been around for at least 40 years?
17. Do you other NLP practitioners in Lebanon? Who are the strongest players in the field?

Interview with the NLP client:

1. How did you come to know about NLP?
2. Why did you choose to take NLP training?
3. What skills you wanted to gain from NLP?
4. Were you satisfied by the training?
5. How would you describe the training? The trainer? The experience?
6. In what ways if any did NLP affect your work?

The Perceived Benefits of NLP

7. In what ways it affected your personal life?
8. Would you recommend NLP to your friends or colleagues? Why?
9. Would you be interested in taking more advanced NLP courses? Why?
10. How much did you spend on NLP training? Who funded your NLP training?
11. Do you know other people who took NLP?
12. Did you tell your boss or your HR department about your NLP training or certificate? If yes, what was their reaction? Did that help you in any way possible? If yes, how?
13. Did you have non-NLP training? Was it sponsored by your company?
14. If someone asked you to explain NLP to them what would you say?
15. How long did it take for you to feel results from the NLP sessions?
16. What is the most important benefit you received from NLP?
17. To you, NLP is a science, an art, or neither?

Appendix II

Institutional Review Board
American University of Beirut

CONSENT FORM -- FOR PARTICIPATION IN INTERVIEW 30 DEC 2014

RECEIVED

Neuro-linguistic Programming and Employee Performance

Investigator: Dr. Nadine Yehya
Address: American University of Beirut
Riad el Solh
Beirut, Lebanon
Phone: (01) 350 000 ext 3712

You are invited to participate in an interview conducted by Dr. Nadine Yehya, Assistant Professor at the Olayan School of Business at the American University of Beirut, on the topic of Neuro-Linguistic programming and Employee performance. If you allow it, the interview will be audio recorded for transcription and analysis. All recordings and transcriptions will be destroyed after their usage for this research. This study involves research & it will take place in the American University of Beirut and this consent form is applicable to this site only. The approved way by IRB to approach subjects is through recruitment flyers and emails. Refusal to participate or deciding to withdraw from the study will involve no penalty or loss of benefits to which you are otherwise entitled and neither will affect their relationship with the agency and AUB. In this research, we intend to interview individuals who took NLP training sessions or who conduct NLP sessions as NLP practitioners.

PURPOSE OF THE STUDY

Neuro-Linguistic Programming (NLP) is a technology established 40 years ago for self-development and communication enhancement. In this research, we will investigate the perceived benefits or impact of NLP on the work and personality of those who practice it. We will study the relationship between individuals or employees using NLP or taking NLP sessions and their performance at work. We will study how NLP coaching affects the human capital in an organization.

PROCEDURES

If you volunteer to participate in the study, based on the details provided above, and the interview process below, we will proceed with the interview.

If you agree to participate, please note the following:

1. You will be asked to use around 30 minutes of your time to complete this interview at the location of your choice.
2. You will be given sufficient time to consider whether you want to participate in the study or not
3. Refusal to participate will not cause any penalty or loss of benefits; participation is completely voluntary
4. You will be asked approximately 20 questions mainly regarding yourself, your daily work behavior, and your organizational tasks.
5. Your name or any identifiers will not appear in the paper. The results will remain completely confidential. Insights from the interviews and discussion will have no mention of your name. The information from the interviews will only be used for the purpose of this research.

Institutional Review Board
American University of Beirut

30 DEC 2014

The Perceived Benefits of NLP

6. There are no right or wrong answers.

If you have any questions about this study, feel free to contact the PI on the contact provided above.

If you have any questions about your rights as a participant in this research, you can contact the Institutional Research Board at the American University of Beirut:

PO BOX: 11-0236 F15
Riad El Solh, Beirut 1107 2020
Lebanon
Tel: 00961 1 374374, ext: 5445
Email: irb@aub.edu.lb

POTENTIAL BENEFITS TO SUBJECTS AND/OR TO SOCIETY

This study will provide the participant with the benefit of reflecting on how NLP influence his/her work and how companies can make use of NLP to develop their staff. At the individual level, people taking NLP sessions will better know the purpose of taking NLP sessions and the drive that made them register for the NLP sessions.

On the society level, this study provides a method or a way for the society to adapt as a means for self-development and training.

PAYMENT FOR PARTICIPATION

You will not receive payment for participation in this study.

CONFIDENTIALITY

To ensure confidentiality, we will not use your name in the report. All information disclosed will be aggregate. Examples of specific companies will be referred to by the name of the company itself, and no reference to the interviewee's name will be made. No personal or identifying information will be disclosed at any time or in any report, publication, or article. No identifying information will be requested. Records will be monitored & may be audited without violating confidentiality.

PARTICIPATION AND WITHDRAWAL

You can choose whether to be in this study or not. If you volunteer to be in this study, you may withdraw at any time without consequences of any kind.

SIGNATURE OF RESEARCH SUBJECT

I agree to have the interview audio-recorded:

Institutional Review Board
American University of Beirut

31 DEC 2014

APPROVED

The Perceived Benefits of NLP

Name of Subject

Signature of Subject

Date and Time

I understand the information provided for the study "Neuro-Linguistic Programming and Employee Performance" as described herein. My questions have been answered to my satisfaction, and I agree to participate in this study. I have been offered a copy of this consent form that I may keep for my own reference.

Name of Subject

Signature of Subject

Date and Time

SIGNATURE OF INVESTIGATOR
These are the terms under which I will conduct research.

Signature of Investigator

Date

Ethical Review Board
American University of Beirut

31 DEC 2014

APPROVED

APPENDIX III

Themes	Category	Statements	
		Practitioner	Client
Motivating Employees	Generating self-confidence	promoting self-confidence at will	you can do everything & everything is within you
			do whatever you wanted to do
			the important benefit I received from NLP is confidence
			help you count on yourself to gain more confidence
			NLP teaches you to count on yourself
			achievements
	Immediate effect	NLP has proven to cure things very fast	NLP can be a cure to serious problem quickly
		getting results fast	it had a direct effect on me
		immediate benefit is what we promise	direct effect
		NLP is very fast	
		it gives you effects faster than others	
		it was pretty fast, the interventions were fast they seemed unreal	
		fast & permanent change	
Improving Emotional	Nonverbal communication	it's a model of communication	master your communication skills
		we talk a bit about body language	communication & body language

The Perceived Benefits of NLP

intelligence		business NLP or coaching , it becomes more of body language		
		I go through different representational systems going through the perception of the representational systems then we go into fine tuning our sensory acuity		
		it shows that a few apply simple techniques you learn in NLP you can as well close the gap the time needed to have this rapport		
		NLP & memory accessing cues		
	Improving people management/ interpersonal skills		having more persuasion tools	strong negotiation skills
			managing your relations	control your relationships
			it's a people skill	master your relation with others
			with people management NLP gives you another door	how to deal with people that's the major benefit
		managing your own emotional states	gives us sales and communication skills	
		business NLP or coaching , it becomes more of body language, more of negotiation skills	understand how people behave	
		leadership skills training	understanding people	
		situational leadership	understanding people's behavior	
		sales primarily use NLP	understanding how people think, react & the reaction behind them	
		selling skills		
	boosting skills to be charismatic			

The Perceived Benefits of NLP

		how to read people better	
		you can definitely influence people more	
		how to figure out people	
		how to read their thought patterns	
		knowing which lobe of the brain they are using	
		white collar people management	
		conflict resolution	
		persuading the audience better	
		Fast phobia removal	changing my moods
	overcoming problems, bad habits & phobias	control your life	
	Getting out of phobias	controlling your attitude	
	to get rid of whatever challenges you have, not whatever if it was something related to behaviors, related to the way you are dealing with emotions	change the mood	
	Get rid of phobias	master your mood & attitude	
	limiting belief about life	it cured me from a phobia	
	overcoming problems, bad habits & phobias	a way to try to change my mood	
	identifying the challenge & limiting belief	people were cured	
	I had limiting beliefs about life about money and about relationships & now they are all gone can't even remember them	master your attitude	
		controlling anger	
		an effort to control	

The Perceived Benefits of NLP

Enhancing the decision making process	Effective and efficient decision making through emotional state management	taking better decisions	it mainly helps me with decision making
		getting confident about new decisions	take the right decisions
		real decisions are made at the unconscious level	not letting fears or emotions interfere that might prohibit growth
		NLP techniques would be typical for people who cannot take decisions	I was more aggressive in not letting emotions or some fear factors interfere
			blocking beliefs, habits or emotions that prohibit you from taking decisions for development & growth
			base your decisions on what makes you grow or advance in life
		breaks boundaries of decision making	
Goal setting	let's say you don't know how to reach your goal, your target NLP will help you stick to it	help me set precise goals	
	you can become a different person by setting new aims new goals		
Nature of NLP	NLP Is a methodology	it's a methodology of what works if I see you for example lose weight easily, I learn your strategy about that and I apply it if I can find a pattern	
		methodology to find patterns that work	
		evidence procedure that change has happened	
		NLP deals with only what works so it's a pseudo-science	
		It's the art of science	

The Perceived Benefits of NLP

		NLP is a science & there are phenomenal studies backing it up & you can measure it	
	NLP is a tool	NLP is the remote or tool working for our behavior	these are tools to master yourself
		NLP is a small part of the bigger tools that we use	its all through the training because there were several factors, several tools, several information that were given so all through the training I was informed
		NLP is a tool in a toolbox	
		its basically techniques, it's a tool , they are tools	
	NLP Is universally applicable	all people are typical NLP clients	
		All sectors & industries benefit from NLP	
		everybody can use NLP	
		everybody can benefit from NLP at his/her own level	
	Clear & systematic	It will come with the same presuppositions you would find the same approach	the mechanisms are the same for change
		NLP aligns itself to you	
		NLP techniques that help in memorizing	
		NLP for me as an engineer is that it has a clear system & a clear process & it comes predefined	
		It has a structure to it	

The Perceived Benefits of NLP

Process of NLP	Hypnosis	you can't separate NLP from hypnotherapy	it had an effect on me when I opened my eyes
		communicating at the unconscious level	subconscious and subliminal are used
		Neuro associative conditioning	subliminal messaging
		persuading at the unconscious level	go deeper in mind
		Anchoring	
		NLP is waking hypnosis	
		NLP works at the unconscious level	
	Linguistic applications for programing the brain	you have to play with the words	the trainer used the neurology & the language & the programming of the mind to change/ affect the behavior
		the coaching happens on 2 side basis, the first is NLP and some other parts about neuro associative conditioning, hypnosis	it is based on psychology and some of it is based on science of linguistics
	Identifying & changing thought patterns & processes	representational systems	the process of change
		through feedback about him understanding how the brain is using this program based on benefits to stop smoking or overeating	It's a process & a mechanism that you need to practice everyday
		program and literally reprogram the brain to not do that behavior	I think it is the things you want to change in your life are different, you want to change something in your personal life , something in your work life, something in your relationships or whatever but I think the mechanisms are the same
		identifying mental processes & patterns used by a person	

The Perceived Benefits of NLP

		how to read their thought patterns	
		not what they are thinking but how they are thinking it	
		know what is the program existing for their brain, the way they sell, & how they update that program	
	Changing perception of reality	it really helps you with the way you see things, we use to change that perception of reality	it changes your perception of things
			it changes your map of reality

REFERENCES

- ASTD. (2013). *\$164.2 billion spent on training and development by u.s. companies*. ASTD 2013 State of Industry Report, 1(1), Retrieved from <http://www.astd.org/Publications/Blogs/ASTDBlog/2013/12/ASTD-Releases-2013-State-of-the-Industry-Report>
- Bandler, R. (1993). *The adventures of anybody*. (1 ed., Vol. 1, p. 96). Meta publications.
- Bandler, R., &Lavallo, J. (1996). *Persuasion engineering*. Capitola: Meta publications.
- Bandler, R. (1985). *Using your brain for a change*. (1 ed., Vol. 1, p. 66). Boulder, Colorado: Real People Press
- Bandler, R. (2010). *Get the life you want*. (1st ed., p. 55). Hammersmith: HarperCollins Publishers.
- Bandler, R., & Grinder, J. (1979). *Frogs into princess*. (1 ed., Vol. 1, p. 77). Boulder, Colorado: Real People Press.
- Benabou, R., &Tirole, J. (2002). *Self Confidence and personal Motivation*. *The Quarterly Journal of Economics*, 117(3), 1-1. Retrieved April 23, 2015, from <http://www.jstor.org/discover/10.2307/4132491?uid=3738432&uid=2129&uid=2&uid=70&uid=4&sid=21106107486441>
- Bergenhengouwen, G. (1996). *Competence development - a challenge for HRM professionals: Core competences of organizations as guidelines for the development of employees*. *Journal of European Industrial Training*, 20(9), 10-12. Retrieved April 23, 2015, from <http://www.emeraldinsight.com/doi/abs/10.1108/03090599610150282>
- Cameron-Bandler, L., Gordon, D., &Lebeau, M. (1985). *The emprint method*. San Rafael, CA: Future Pace.
- Carter, T. (2001). *Despite its detracton, NLP gains popularity*, *ABA Journal*, Vol 87, No. 9, p.63
- Cassidy-Rice, J. (2014). *NLP promotes personal development and professional success: Process gives the edge to both companies and individuals*. *Human Resource Management International Digest*, 22(3), 38-41.

The Perceived Benefits of NLP

- Dilts, R. (1998). *Eye movements and nlp*. Article of the Month, *1*(1), 1. Retrieved from <http://www.nlpu.com/Articles/artic14.htm>
- Dilts, R. (1983). *Roots of Neuro-Linguistic Programming*. Capitola, CA: Meta Publications.
- Dowlen, A. (1996). *NLP- help or hype? Investigating the uses of neuro- linguistic programming in management learning*. Career Development International, *1*(1), 27-34.
- Einspruch, E. L., & Forman, B. D. (1985). *Observations concerning research literature on Neuro Linguistic Programming*. Journal of Consulting Psychology, *32*(4), 589–596
- Ekman, P. (2003). *Emotions revealed: recognizing faces and feelings to improve communication and emotional life*. (1 ed., Vol. 1). New York City: Times books. Retrieved from [http://www.cebtm.net/CEBtM_Sources/Emotions Revealed 1-4.pdf](http://www.cebtm.net/CEBtM_Sources/Emotions_Revealed_1-4.pdf)
- Frankel, L. P., & Otazo, K. (1992). *Employee coaching: The way to gain commitment, not just compliance*. Employment Relations Today, *1*(1), 1-9. Retrieved from http://www.drloisfrankel.com/resources/pdf/Employee_Coaching.pdf
- Garmstone, R., Linder, C., & Whitaker, J. (1993). *Reflections on cognitive coaching*. Educational Leadership, *51*(2), 57-61. Retrieved from http://educationleader.com/subtopicintro/read/ASCD/ASCD_392_1.pdf
- Georges, P. (1996). *Improved employee selection and staffing through metaprogrammes*. Career Development International, *1*(5), 5-9.
- Grinder, J., DeLozier, J. and Bandler, R., (1977). *Patterns of the Hypnotic Techniques of Milton H. Erickson, M.D. Vol. II*,
- Kong, E. and Thomson, S. B. (2009). *An intellectual capital perspective of human resource strategies and practices*, Knowledge Management Research and Practice, Vol 7, No. 4, pp.356-364
- Kong, E. (2012). *The potential of neuro-linguistic programming in human capital development*. *Electronic Journal of Knowledge Management*, *10*(2), 131-139. doi: ISSN 1479-4411
- Robbins, A. (1987). *Unlimited power*. (1 ed., Vol. 1, p. 87). New York city: Ballantine Books.
- Robbins, A. (1992). *Awaken the giant within*. (1 ed., Vol. 1, p. 544). New York: Simon & Schuster. Retrieved from

The Perceived Benefits of NLP

<http://www.google.com.lb/url?sa=t&rct=j&q=&esrc=s&source=web&cd=5&sqi=2&ved=0CEgQFjAE&url=http://simplejoyance.110mb.com/ebooks/SJawakenthegiantwithin.pdf&ei=j3zaUqPbleiY1AX7iYG4CA&usg=AFQjCNHOyXxP1bz2pofbtiRCUCn0fQfYNw&sig2=A-JoHa1MoFmJBFPq5nXo0Q&bvm=bv.59568121,d.d2k>

Stanciu, B. (2002). *NLP at work – the difference that makes a difference in business*. MBA, 1-5. Retrieved from http://www.stephanehaefliger.com/campus/biblio/017/17_48.pdf

Tosey, P., & Mathison, J. (2003). *Neuro-linguistic programming and learning theory: A response*. *The Curriculum Journal*, 14(3), 361–378.

Von Bergen, C., Soper, B., Rosenthal, G., & Wilkinson, L. (1997). *Selected Alternative Training Techniques in HRD*. *Human Resource Development Quarterly*, 8(4), 1-5. Retrieved from <http://homepages.se.edu/cvonbergen/files/2012/11/Selected-Alternative-Training-Techniques-in-HRD.pdf>

Yemm, G. (2006). *Can NLP help or harm your business?* *Industrial and Commercial Training*, 38(1), 12-17.