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OF SCIENCES AND LITERATURE

Neuro Linguistics Programming in the Corporate Environment

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A DISSERTATION

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Declaration

I confirm that I am the sole author of this thesis and that the contents are based on the reading and research that I have done.

Maryse Kudsee

Acknowledgment

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Abstract

The Covid 19 Pandemic took the world by surprise and resulted in a shift in the working environment of corporations from the traditional office space to a more remote working environment giving rise to various workplace challenges which can be addressed through the application of Neuro Linguistics Programming (NLP) Techniques. In order for NLP techniques to have a lasting effect, one needs to ascertain at what level the challenge or improvement resides. This can be determined through the use of the Neuro-Logical Levels model which is employed to facilitate the selection of the most appropriate techniques to be exercised in addressing workplace challenges. NLP has proven to be successful in the corporate environment in resolving workplace challenges and promoting improvements for employees, managers and organisations which are verified through the application of various NLP techniques exposing their efficacy and uses in the corporate environment as well as assessing previous case studies. However, research has revealed a gap in the literature regarding the effectiveness of NLP techniques in resolving current workplace challenges in the remote working environments which has led to a further research study. The research study was a qualitative study which surveyed 24 participants who were trained on 9 NLP techniques and were given 2 weeks to apply these techniques in the remote working environment in which they operated. The results confirmed that NLP techniques are effective in a remote working environment to address workplace challenges of corporates.

1. Introduction

1.1. Background

Dr Richard Bandler and Dr John Grinder founded Neuro Linguistics Programming (NLP) in the early 1970's with a view of replicating excellence by modelling successful people (Molden, 2012). They modelled Milton Erickson, a top hypnotherapist, Virginia Satir who was a family therapist and Fritz Perl, a psychotherapist who created the Gestalt Therapy (O'Connor & Seymour, 1993). Many of the techniques of NLP emerged through modelling. This is a practice that model's behaviour and the associated mental process to ascertain how the brain operates by examining verbal and non-verbal communication. The outcomes are placed in a step by step strategy or program (Dilts & Delozier, 2000) and are used by millions globally (Bandler & Fitzpatrick, 2009) in many fields such as business, sales, management, sport, health, education, coaching and therapy (Lazarus, 2010, p. 10).

NLP is currently not accepted in mainstream psychology and there is a lack of research, governance (Kotera, 2019) and experimental evidence supporting NLP claims (Rivera Jr., 2020); however previous research has proven that NLP techniques can be effective in a corporate.

As a result of the COVID 19 Pandemic, there has been a shift from the traditional corporate environment to a more remote working environment. Research and various studies have demonstrated that managers and employees have been faced with challenges arising from the COVID 19 pandemic due to a shift in the working environments.

1.2. Scope of Study

The study will review the current workplace challenges that have emerged from the corporate environment. Emphasis is placed on the traditional and remote work environments and the effectiveness of NLP in the corporate environment will be in relation to NLP techniques used to resolve workplace challenges.

1.3. Problem statement

Workplace challenges arise in corporates and NLP techniques offer a solution to address these challenges. This research paper aims to ascertain the effectiveness of NLP techniques in addressing workplace challenges arising from the corporate environment.

1.4. Research Questions

1. What is the corporate environment?
2. What are the current workplace challenges that employees are experiencing in the corporate environment?
3. What is NLP and NLP techniques?
4. Are NLP techniques easy to use?
5. How do we select the appropriate technique to resolve workplace challenges?
6. What are some of the popular techniques that have been used effectively in a corporate environment?
7. Have NLP techniques been effective in addressing workplace challenges in a corporate environment?

8. Are NLP techniques effective in a remote work environment to address workplace challenges in corporates?

1.5. Research Objectives

Primary Objective

To establish the efficacy of NLP techniques used to address workplace challenges in a corporate environment by conducting a survey and through research.

Secondary Objectives

1. To define NLP, its techniques and the corporate environment.
2. Review current workplace challenges that employees are experiencing in the corporate environment.
3. To establish if NLP techniques are easy to use.
4. To examine how NLP techniques are selected to resolve workplace challenges by evaluating the Neuro-Logical Levels model.
5. Exploring some of the techniques that are effectively used in a corporate environment.
6. To establish the successfulness of applying NLP techniques in a corporate environment.
7. To explore the efficacy of NLP techniques in a remote work environment to address workplace challenges.

1.6. Outline of the Chapters

Chapter 2: Literature review

This chapter is split into 5 sections

The first section defines the corporate environment and explores the traditional and remote working environments with an emphasis on the shift in the work environments and concludes with a preference evidenced by various surveys in relation to remote working environments.

The second section discovers what mainstream media is saying about the current challenges in the workplace.

The third section covers definitions relating to NLP and NLP techniques. NLP techniques are elaborated with regard to their purpose, benefits, limitations, application and origin.

The fourth section outlines the Neuro-Logical Levels model and their alignment in the corporate environment. It provides an introduction explaining what the Neuro-Logical Levels model is and its origin. It reviews how techniques are selected by identifying at what level the challenge resides. It examines a case study to verify its effectiveness in a corporate environment and it provides an explanation of the six levels of the model and their impact on the corporate environment at an employee and organisational level. The levels include the Environment, Behaviours, Capabilities, Beliefs and Values, Identity and Spirituality.

The fifth section explains how to transfer from the present state to the desired state when a challenge arises. Various techniques are understood, revealing their efficacy and uses in solving workplace challenges in the corporate environment.

The sixth section reviews a number of previous case studies to ascertain the effectiveness of NLP techniques in addressing workplace challenges in the corporate environment by providing a short summary of the main theme of the study.

Chapter 3: Research methodology

This chapter establishes the research aims, approach and design of the study. It describes the population and sampling methods as well as the data collection methods and the data analysis strategies. It also gives context to reliability and validity of the study.

Chapter 4: Presentation of results

The results are presented through graphs and tables and observations per question are conveyed.

Chapter 5: Discussion

This section makes sense of the results and explains how the results relate to the research questions, providing the argument to support the conclusion. The limitations to the study are also presented.

Chapter 6: Conclusions

The conclusion provides a summary of the overall result in answering the problem statement.

2. Literature review

The first two sections 2.1 and 2.2 addresses the following research questions and objectives:

Research question:

- What is the corporate environment?
- What is NLP and NLP techniques?

Objective:

- To define NLP, its techniques and the corporate environment.

2.1. What is the Corporate Environment?

2.1.1. Definitions

A corporation is a separate legal entity that can possess some of the rights and responsibilities of people in that it can buy assets, borrow money, hire employees and pay taxes (The Investopedia Team, 2021).

A corporation is a business entity whereby the shareholder(s) designate a board of directors to supervise the undertakings of the organisation. Corporations can be for profit making or for non-profit making ("Corporation," n.d.).

The environment is the setting in which one performs their job. A work environment includes working conditions such as formal terms, recreational activities, company culture and physical conditions in which employees perform their tasks. These elements can influence feelings of

wellbeing, relationships in the workplace, teamwork, efficiency and employee health (Indeed Editorial Team, 2021).

2.1.2. Work environments

- **Traditional in-office work environment:**

The traditional work environment includes:

- the physical location, which is where the officers are situated,
- the corporate culture which is the way the company and its workers function and
- the working conditions which include the formal hiring terms and activities that promote a healthy work environment (Indeed, Editorial Team, 2021).

The traditional work environment displays characteristics of a more bureaucratic culture with uniform work hours, dress codes and designated workspaces. There are some companies that are moving away from the 9-to-5 workdays and closed cubicles to flexible hours and open-office layouts (Richmond, 2017).

- **Remote working environment:**

Remote work is where an employee can work from home or any other location. Fully remote means that an employee, team or company works remotely all of the time and the hybrid-remote work model combines the traditional office model with remote working where the employee can enjoy the benefits of both environments by working from home a few times a

week and going into the office when required ("What is Remote Work?", n.d.).

There are different types of hybrid work models which can be adapted to distinctive work environments and companies can select the model that best suits their business (Cohen, 2021).

The COVID 19 Pandemic has resulted in a shift in the work environment as to when, where and how people work (Smith, 2021).

Employees have shown a preference for the hybrid-remote work model which can be demonstrated by a number of surveys detailed below:

- Envoy connected with Wakefield Research where they surveyed 1,000 workers in the US with a view to understand how the workplace experience would change. The survey showed that 47% of employees would look for another job if their employer didn't offer a hybrid work model (Smith, 2021).
- Another survey that was initiated by Slack where 3,480 skilled office workers who were mainly working remotely in the U.S, the U.K., France, Germany, Japan and Australia showed that 83% of workers did not want to return to a five-day week in a physical office. 63% favoured the hybrid remote-office model demonstrating a preference for hybrid work, whilst only 20% preferred working remotely full time (Elliott, 2021).
- McKinsey also did a survey of 800 corporate executives over eight countries whereby 15% conveyed that at least one tenth of their employees could work remotely two or more days a week after the pandemic (Dua et al., 2020).

- According to a survey done by FlexJobs in 2020, who surveyed more than 4,000 people working remotely during the pandemic demonstrated that 65% preferred to work full time remotely and 31% favoured the hybrid working model (Pelta, n.d.).
- Gartner also found in a survey of 127 corporate leaders whereby 80% conveyed that they would permit a hybrid model, allowing the employees the opportunity to work remotely as an option (Golden, 2020).
- Microsoft is moving forward with a hybrid work strategy for their 160,000+ employees globally. The 2021 Work Trend Index produced a study performed by Edelman Data x Intelligence, of 31,092 people in 31 countries which demonstrated in the diagram below that hybrid work is inevitable and that the post-pandemic workplace will be defined by extreme flexibility and hybrid work ("The Next Great Disruption", 2021).

Figure 1

Hybrid work is inevitable

Business leaders are on the brink of major updates to accommodate what employees want: the best of both worlds.



The preference from these surveys indicates a hybrid-remote work environment model as opposed to the traditional 9-5 work environment and fully remote work environment. Remote working is dependable on the nature of tasks performed and therefore some jobs are not possible to adopt remote working.

2.2. What is NLP?

2.2.1. Definitions

NLP is an art and a science. It is an art because people have their own personalities, and it is a science because it uses methods and processes to ascertain patterns to achieve excellence (O'Connor & Seymour, 1993).

NLP investigates the connections between the brain ("neuro"), language ("linguistics") and the body and examines the patterns or "programming" that emerge which results in inappropriate or appropriate behaviour (Dilts & Delozier, 2000).

NLP can also be defined as "the study of subjective experience" which means that people perceive experiences differently and exhibit different behaviours and NLP can be referred to as "the new science of success" (Lazarus, 2010, p 10).

Techniques are derived from modelling successful people to solve problems and to achieve outcomes (Cart, 2019).

2.2.2.NLP Techniques

- **Introduction**

"An attitude which is an insatiable curiosity about human beings with a methodology that leave behind a trail of techniques"

Dr. Richard Bandler

Techniques and skills originated from the observation of patterns of excellence of successful specialists in a variety of fields of professional communication (Bandler, 1993) and have been developed in a way to create change systematically and simply (Bandler, 2008). Techniques are used without judgement or interpretation and through questions or sensory based feedback, one can assist the individual to draw some conclusions in order to change or improve (Garratt, 1999). Techniques are a simple way to modify the sequence of experiences (Bandler, 1985) and can be learned by anyone to improve both personally and professionally (O'Connor & Seymour, 1993). Techniques have become fundamental for accelerated learning and are being developed all the time (Garratt, 1999).

John Grinder and Judith DeLozier created "new code" in the mid-1980s (Vaknin, 2010, p. 42) which focuses on bringing about change by selecting resources through the unconscious which is a key difference between new code to the classic code. It aims to correct the design flaws of the classic code and is conveyed through patterns ("New Code NLP," n.d.).

- **Purpose**

The purpose of NLP is to be useful, to enable people to have options and choices so that they can enhance the quality of their lives which they can achieve through the application of NLP techniques, models and skills (O'Connor & Seymour, 1993).

- **Benefits**

- NLP provides procedures to model excellence which results in us being able to action something really well (Lazarus, 2010).
- Techniques can change limiting beliefs which are disempowering and shut down our options. The old belief should be replaced with a new empowering belief that retains the positive intention and be congruent with one's sense of self (McDermott & O'Connor, 2001).
- Behaviours are affected by our beliefs and NLP offers techniques to assist in changing unwanted behaviours (Lazarus, 2010).
- Techniques can help a person to create options by developing and changing states with the aim of achieving their goals (Garratt, 1999).
- Techniques work quickly and competently (O'Connor & Seymour, 1993).
- NLP Techniques assist people in developing learning strengths for their future goals (Garratt, 1999).
- NLP techniques can assist with situations in the workplace. This includes but not limited to
 - managing people to acquire the best out of them,
 - motivating staff to increase performance,
 - improving communication,

- setting goals in performance appraisals and finding ways to improve employee performance,
- avoiding conflict and conflict resolution,
- improving sales by seeing the client's perspective and handling objections,
- facilitating recruitment to ensure the right people are hired,
- assists with strategic planning and
- improves presentation skills (Lazarus, 2010).

- **Limitations**

- There is concern with techniques being misused, and it has been urged to attend appropriate seminars, workshops and training programs with the relevant certifications (Bandler & Grinder, 1979; Harris, 1998).
- People tend to think techniques are manipulative, however it's the user's intention that can result in a technique being misused (Lazarus,2010).
- Some people do not use techniques in the way that the founders and co-founders intended and have taken simple ideas and complicated them (Bandler & Fitzpatrick, 2009).

- **Application**

NLP has a pragmatic approach (McDermott & O'Connor, 2001; O'Connor & Seymour, 1993). One needs to select the correct technique aligned with the specified outcome of the person you are trying to help. One needs to be able to work through the pattern step by step with the client and be able to compare their feedback with the outcomes. If the outcomes are aligned

to the feedback, then the client has achieved their goal, however if there is misalignment then one needs to choose another pattern. Sensory acuity needs to be maintained where one can evaluate their verbal and non-verbal messages (Vaknin, 2010).

- **Origin**

Many NLP techniques transpired from modelling (Dilts & Delozier, 2000) and are modelled based on actual achievements and motivated by results (McDermott & O'Connor, 2001). Modelling is observing the successful behaviour of others to replicate excellence by discovering the steps people take to acquire certain results (Robbins, 1997; Bandler, 1993). It is a learning tool to access a person's abilities and resources (Jacobson, 1996). The success of modelling is evidenced when one obtains the same behavioural outcomes as the person that was modelled (Grinder & Bandler, 1979).

2.3. Current Workplace Challenges

This section addresses the following research question and objective:

Research question:

- What are the current workplace challenges that employees are experiencing in the corporate environment?

Objective:

- Review the current workplace challenges that employees are experiencing in the corporate environment.

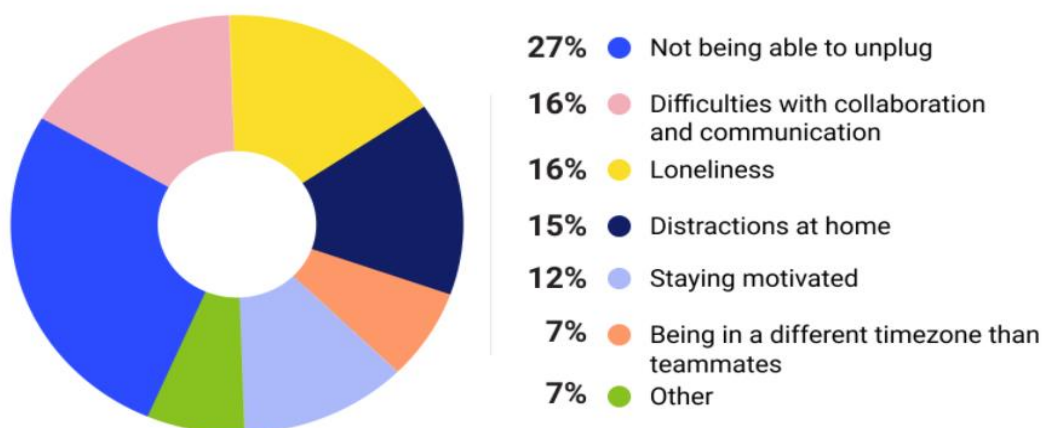
A workplace challenge is an issue that prevents one from excelling in the workplace or achieving career success. Challenges in the workplace affects all employees as they have varying management styles, personality types and goals that can result in interpersonal conflict in the work environment (Indeed Editorial team, 2021).

The shifts in the work environments resulting from the COVID 19 Pandemic have given rise to workplace challenges (Smith, 2021). According to mainstream media the following workplace challenges are documented.

- The Buffer’s 2021 State of Remote Work report surveyed about 2,300 remote workers from the USA, UK, Spain, Canada and India and across various industries to find out what their benefits and struggles were with regard to remote working (Griffis, 2021). The results of their struggles are displayed in the graph below:

Figure 2

What’s your biggest struggle with working remotely?



2021 State of Remote Work
buffer.com/2021-state-of-remote-work



- Workana being Latin America's largest freelance and remote work platform identified challenges of remote working which included a lack of leadership, communication, trust, productivity, geographical and cultural barriers, by reviewing research studies which were conveyed by academic and institution experts such as Harvard, Jaypee Business School, and Georgia University (Miguel, 2018).
- A study from the London Business School which included three surveys that were conducted to understand changes of managerial behaviour impacted by working virtually before and during the lockdown which highlighted that those managers became inflexible and task focused, at the cost of relationship building and developing new skills (Birkinshaw et al., 2021).

We have given some consideration to setting the scene as to what NLP is and to what the corporate environment is as well as defining some of the current challenges that are faced in the corporate environment arising from the COVID 19 Pandemic.

The next section addresses how NLP techniques can be selected by reviewing the Neuro-Logical Levels model and its alignment in the corporate environment.

2.4. Neuro-Logical Levels Model and the Corporate Environment

This section addresses the following research question and objective:

Research question:

- How do we select the appropriate technique to resolve workplace challenges?

Objective:

- To examine how NLP techniques are selected to resolve workplace challenges by evaluating the Neuro-Logical Levels model.

2.4.1. Introduction

NLP presents a model called the Neuro-Logical Levels model which can be used to help ascertain at which level the challenges that employees and managers face in the corporate environment.

Gregory Bateson, a prominent anthropologist formulated the logical levels grounded on the efforts of Bertrand Russell in logic and mathematics (Dilts, 2014). Robert Dilts then adapted the Logical Levels model to the Neuro-Logical Levels model which connected Bateson's levels of processing to the nervous system (Dilts & Delozier, 2000). This model was initially printed in *Changing Belief Systems with NLP* by Robert Dilts in 1990 (Agness, 2010, p. 182).

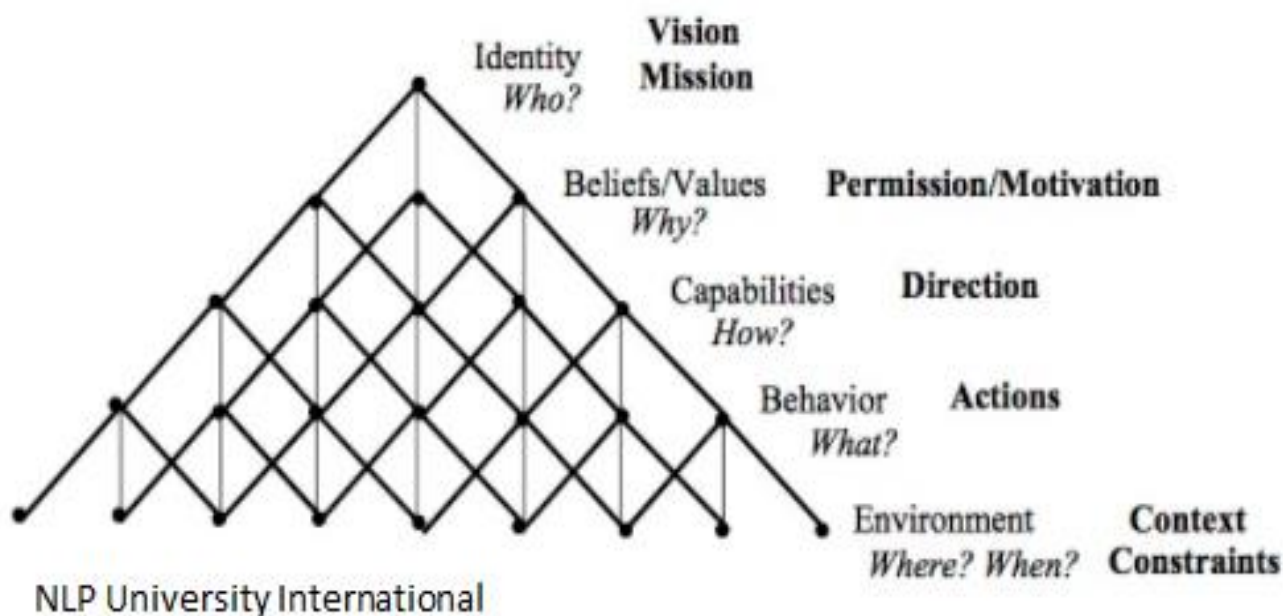
The Neuro-Logical Levels model assists us in structuring our thinking and directs us in problem solving (Lazarus, 2010). We need to identify at which level the problem or challenge is so that we can tackle it at that level or a

level above to ascertain what needs to change (Linder-Pelz, 2010; Lazarus 2010,2015). If one gets stuck at one of the levels, one needs to move up the levels due to the fact that the higher the level the more neurological commitment and the more unconscious it becomes (Dilts & DeLozier, 2000). The language that people use can often indicate what level the problem is at (O'Connor & Seymour, 1994). Becoming aware of the levels, one can choose the NLP techniques that will be highly effective in resolving the challenge and making the necessary changes (Molden, 2012). The model also reviews how to ensure that the changes last (Agness, 2010) and all levels need to be taken into account when planning to create a change (McDermott & O'Connor, 1996).

The Neuro-Logical Levels model can be characterized as a sequence of methodical groupings which can take the form of an inverted "Tree Structure" (Dilts, 2014) as seen in the diagram below:

Figure 3

NeuroLogical Levels



Making a change in the higher levels will require changes in the lower levels to support the higher level change. A change in the lower levels can influence the higher levels but not require a change. It is easier to make a change in the lower levels than in the higher levels (Agness, 2010; Lazarus 2010, 2015; Roberts, 2006). The levels work systematically, and one cannot leap between the levels to affect change (Roberts, 2006). If a person is to do a presentation (behaviour) from home (environment) and they don't know how to do the presentation (capabilities), then one can send them on training (change) to gain the skill however if they do not believe that they can present then the training will not be effective (Lazarus, 2010) due to performance anxiety (O'Connor & Seymour, 1994, p. 27). The levels must be aligned for the change to last (Agness, 2010).

Misalignment occurs when there is incongruency between the levels and the person's behaviour does not support the other levels (Molden, 2012) or the person's words (Lazarus, 2010). Organisations that are aligned have minimal internal politics, they focus on delivering efficiently, employees have clarity on their roles and are more likely to achieve their goals (Lazarus, 2010).

2.4.2. Effectiveness of Neuro-Logical Levels Model

The case study below authenticates the effectiveness of using the Neuro-Logical Levels model in organisations.

<i>Title</i>	Using the Pyramid of Neurological Levels in the Human Resources Motivation Management.
<i>Date</i>	December 2016
<i>Authors</i>	A. Sandu

Summary The pyramid model of the neurological levels built by Dilts can be a starting point for a new management of motivation in the postmodern organization. The study uses Neurological Levels to construct the motivation of human resource in postmodern organisations by assigning to each of the levels a series of motivational practices.

2.4.3. The Levels of the Neuro-Logical Levels Model

There are six levels which are explained below:

2.4.3.1. Environment

- **Introduction**

The questions that the Environment answers are:

Where? When? and With Whom?

(Vaknin, 2010)

The Environment is the place where we are and the people who we interact with (O'Connor and McDermott, 1996). It is the lowest level in the model. Interactions with the environment are achieved through our behaviour (Roberts, 2006) and all the levels preceding the environment level take place in the context of our environment (Hayes, 2006). The environmental factors define the constraints and opportunities under which individuals and organisations operate (Dilts, 2014).

- **Misalignment**

Misalignment occurs when the environment is unsafe (Jacobson, 1996; O'Connor and McDermott, 1996) and as a result work performance will decrease. If relationships within the environment are decent, employees can endure a physical environment that is not adequate (O'Connor and McDermott, 1996). When there is a problem one needs to understand what is special about an environment where the behaviour does not occur (Vaknin, 2010).

Misalignment with the level above occurs when there is a change in the environment such as modifying the physical layout of the office and if it is not seen as part of delivery in the change programme and does not support the behaviours, it can result in staff becoming demotivated and not following the rules (Agness, 2010).

- **Employee level**

The environmental level takes into account the effects that people have on the environment and the impact the environment has on people within an organization as well as the products or inventions employees bring to the environment. Environmental factors verify the context and constraints that employees operate under (Dilts, 2014). The environment can be seen as the external factors where employees have no control over such as clients or suppliers (Roberts, 2006).

- **Organisational level**

In a business setting, the environment describes the workplace made up of the facilities, buildings and locations. The operations and relationships in an organisation are fundamental to the organisation and the environmental level describes when and where these take place. This is seen as a shared environment (Dilts, 2014). The environment is the place where we work (Agness, 2010).

2.4.3.2. Behaviours

- **Introduction**

The question that behaviour answers is:

What?

(Harris, 1998; Ready, 2004)

This level is about what people do, their actions and their reactions in the environment (Harris, 1998; Ready, 2004) and includes thoughts and feelings (Jacobson, 1996, p. 71).

An NLP presupposition which states that the "Mind and body form a linked system" which means that one's mental attitude affects how one behaves. Another presupposition states that "Behind every behaviour there is a positive intention". This means that people don't intend to exhibit bad behaviour but rather have a positive intention behind their words and

actions. The presuppositions of NLP are the foundation principles of NLP ("Presuppositions of NLP," n.d.).

The Neuro-Logical Levels model helps to organize our thinking and the behaviour we exhibit is a result of the way we have structured our thinking based on the levels above (Molden, 2012). Our thinking is influenced by the logical levels which defines a number of levels of human understanding and as a result our behaviour is also influenced towards the world around us (Roberts, 2006). It is to be noted that our behaviours can be changed (O'Connor and McDermott, 1996). It is important for the negative behaviour that has been removed to be replaced with something positive (Bandler & Grinder, 1979).

The NLP Communication model is explored below to acquire a better understanding of the way we think which results in our behaviours.

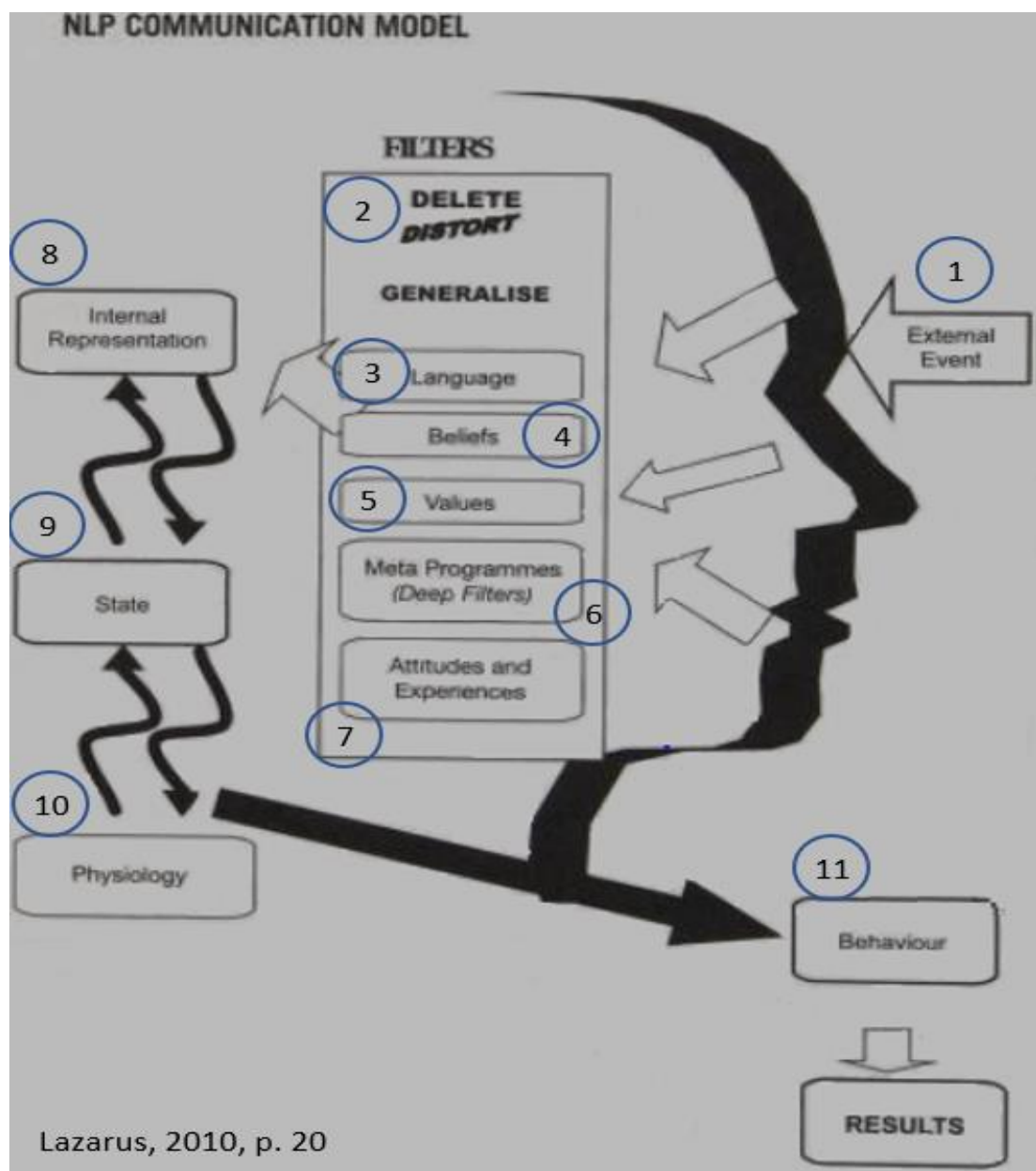
- **NLP Communication model:**

In order to survive in a world that is changing with challenges and opportunities, one needs to change the way one thinks in order to become more flexible with the effective application of NLP techniques (Wendy, 2010). "The map is not the territory" (Korzybski, 1933, p. 750) is one of the NLP presuppositions ("Presuppositions of NLP," n.d.). Human beings explore the territory, the world and can only perceive a small part of it though our sensors being what we see, hear, feel, smell and taste, which is filtered by our experiences, language, beliefs and values, to which we give meaning, creating our own model of the world, our map, resulting in us acting out based on what we have perceived (O'Connor & Seymour, 1993). The maps that are created can be positive or they can be negative and destructive (Bandler, 2008).

The NLP Communication model attempts to answer the question as to why people have different views or opinions on the same event which can create misunderstandings in the way that people communicate due to the fact that information is filtered (Lazarus, 2010).

The NLP Communication model is described below which demonstrates the flow of information from external experiences resulting in behaviours.

Figure 4



1

External Events such as an interview are unconsciously interpreted based on various filters. The meaning we place on the event is determined by the filters and the context in which the event takes place. If the context or the way you interpret filters changes, the meaning will change. Placing a positive meaning onto something is called reframing. We perceive external events as an information stimulus through our sensors which is known as representational systems (Lazarus, 2010). We use subjective experience which is how we use our senses to filter the outside world (O'Connor & Seymour, 1993).

The main filters are deletion, distortion and generalisation. There are filters such as language, beliefs, values, attitudes, experiences and deep filters which determine what information we delete, distort and generalise (Lazarus, 2010).

2

Deletions is where we selectively pay attention to certain parts of our experiences and exclude other parts (Dilts & Delozier, 2000) so that we can focus on information that we believe is important, however this can result in missing information for example omitted information for a project and therefore choosing to have a checklist (Lazarus, 2015). Distortions occur when our experience of sensory information is shifted (Dilts & Delozier, 2000) and we assume or alter our perceptions which may impact our decisions and choices for example a client not returning a

call, which leads to a misinterpretation of their response (Lazarus, 2015).

Generalizations occur when we take a specific experience and represent it as a whole set of experiences (Dilts & Delozier, 2000).

The Meta and Milton models can help resolve these filters. The Meta model is a set of language patterns that link language with sensory experience (Garratt, 1999 &, McDermott & O'Connor, 2001) and includes questions that are used to obtain clarity, specify meanings and alter states. It is useful in work processes such as conducting interviews, appraisals and interpersonal skills (Garratt, 1999). The meta-model of language originates in transformational grammar (Bandler & Grinder, 1976) and is associated with the deep structure of experience and is correlated with the traditional NLP which is concerned with precision and clarity (Harris, 1998). It attempts to understand the person's map and reconstruct it by analysing their deep structures, their filters and is used to identify techniques to assist the client to change (Bandler & Grinder, 1976).

The Milton model is built on the language patterns of Milton Erickson. It is the converse of the Meta model and looks at indirect and general language to influence others (Harris, 1998).

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- 3 Language is used to organize our thoughts and experiences (O'Connor & Seymour, 1993) and to interact externally with others and internally within ourselves (Lazarus, 2010, p. 28). The representational system is reflected through language which is known as predicates and these sensory based words are used to describe our thoughts (McDermott & O'Connor, 1996). Once a person's language pattern is understood, one can then influence them by modifying ours to match theirs (Charvet, 1995).
 - 4 Behaviour is organised around beliefs and should be articulated in positive terms. It is where one places importance and a change in a belief system can be a very powerful internal reorganisation (Bandler, 1985). Beliefs can become limiting, which holds one back from achieving their goals (Robbins, 1997).
 - 5 Values relate to what we aspire to. Values have criteria according to which we verify our decisions and judgements. The hierarchy of values gives rise to different types of values which have varying functions and effects on individuals and organisations (Dilts & DeLozier, 2000).
 - 6 Meta Programs determine how we think and are deep filters. By understanding deep filters, we will be better able to influence responses to work situations (Lazarus, 2015).
-

-
- 7 An attitude is a set of beliefs and values about a certain subject and experiences is the incidences that have happened to us (Lazarus, 2015, p. 19). Changing one's attitude results in others changing theirs (Jacobson, 1996).
 - 8 Internal representation is where we give meaning and is an interpretation of an event as the experience is filtered (Robbins, 1997). We think about experiences using sensory representational system in the form of pictures (Visual), sounds (Auditory) and feelings (Kinesthetic). Submodalities depicts the details of the representation systems and are how the brain sorts and codes experience. They can be used to change the way we think about our experiences (Bandler, 1985). The fact that we filter differently, we need to understand the internal representations of others and our own to be able to communicate effectively (Lazarus, 2010).
 - 9 A state is our emotions, feelings, thoughts, physical and mental energy (McDermott & O'Connor, 2001). In order to change the state to a resourceful state which is one of excitement and success, both the internal representation and the physiological need to change as they are interdependent on each other (Robbins, 1997).
 - 10 The way that one uses physiology, determines the state that one is in for example one's facial expression which will show if we are sad or happy (Robbins, 1997).
-

11

Our behaviour is a result of the state that we are in so if we change the state, we will be able to change the behaviour (Robbins, 1997, p. 36). All behaviour has a positive intention. The intent is good, but the behaviour can be bad because of the filters (McDermott & O'Connor, 2001).

- **Employee level**

Behaviour addresses the employee's patterns of work and collaborations and take the form of specific work routines, working habits or job-related activities (Dilts, 2014). Employees that are managed at the behavioural level tend to be micro-managed which disempowers them. Managers should rather manage capabilities and direction so that staff are empowered (McDermott & O'Connor, 1996). One needs to examine the behaviours that are exhibited in a work setting and what behaviours assist employees in achieving their goals. It is also important for a manager to acknowledge that a staff member presenting unusual behaviour is not a reflection of who they are (Lazarus, 2015).

- **Organisational level**

In a business setting behaviour is what an organisation does and the actions they take such as takeovers, restructures, campaigns and interviews (McDermott & O'Connor, 1996). Behaviours at an organizational level can be described as general procedures (Dilts, 2014). The organisation map is referred to as the corporate culture. The older the maps the harder they are to change. Maps are usually the procedures of the organisation and how things are done (Roberts, 2006).

- **Misalignment**

Misalignment with the level above occurs when a staff member is required to perform in a certain way, but they do not have the necessary skills to ensure that the change lasts and results in staff repeating old behaviours (Agness, 2010).

2.4.3.3. Capability

- **Introduction**

The question that Capabilities answers is:

How?

(Ready, 2004)

Capabilities are how organizations or individuals generate and guide their behaviours within their environment (Dilts, 2014). The Environment can be adequately arranged, and the person may know what to do to complete the task, but they may not know how to do it (Jacobson, 1996). Capabilities defines how things are done, the skills that are used and the plans and strategies that are adhered to (Harris, 1998). They refer to knowledge and skills which are performed consistently well and serve as a guide in providing direction towards behaviour (Ready, 2004). One can have a behaviour but lack the skill to deliver the behaviour effectively (McDermott & O'Connor, 1996).

Learning is required to transfer from behaviour to capability (McDermott & O'Connor, 2001) and all skills are learnable (Ready, 2004). Learning is a

skill that moves through four stages. It starts with unconscious incompetence where you don't know and can't do the skill and never tried to learn the skill. Secondly it moves to conscious incompetence which is where you try to learn the skill but not very good at it. Thirdly comes conscious competence which is where you have the ability to do the skill, but you have not yet mastered it and fourthly one has unconscious competence which is where the skill becomes a habit (McDermott & O'Connor, 2001).

The levels of complexity of skills and capabilities would include:

- Simple behavioural skills are actions that are short, easy and observable such as getting into a special state,
- Simple cognitive skills are specific, easy and testable mental processes such as remembering names,
- Simple linguistic skills use specific key words, phrases and questions,
- Complex behavioural skills involve combinations of actions such as making a presentation,
- Complex cognitive skills include a sequence of thinking skills such as diagnosing a problem and
- Complex linguistic skills comprise the interactive use of language for example in negotiations (Dilts, 1998).

- **Employee level**

Capabilities are the skills required to do the work (Agness, 2010) and one needs to address what the fundamental skills are to achieve the organisations goals (Lazarus, 2015). Capabilities include cognitive

strategies and skills such as learning and decision making which enables them to perform in delivering tasks in the workplace (Dilts, 2014).

- **Organisational level**

On an organisational level, capabilities are associated with the infrastructures that are available to encourage aspects such as communication, creativity and planning between employees of the Company (Dilts, 2014). In order for an organisation to function optimally, fundamental competencies are built into their business processes where they define the necessary skills required to reach organisational objectives. Capabilities are perceived as highly valuable assets that reside in people and companies (Ready, 2004).

- **Misalignment**

Misalignment with the level above occurs when they don't believe in achieving the capability and they become demotivated with no drive and as a result revert back to old ways (Agness, 2010).

2.4.3.4. Beliefs and Values

- **Introduction**

The question that Beliefs and Values answers is:

Why?

(Ready, 2004)

Beliefs and values ascertain why people do what they do at a specific time and defines how meaning is given to events and how beliefs and values play an essential role in judgment and culture (Dilts, 2014). They establish why people choose to do things and provide motivation and permission to promote or oppose their capabilities (Ready, 2004). If you do not believe in your abilities then you will not use them effectively (Jacobson, 1996). Beliefs are influenced by capabilities which are influenced by behaviours which emerge through interactions with the environment we operate in. If the capability level is inadequate it will be difficult to inspire a lasting belief (Roberts, 2006).

People can have disempowering or limiting beliefs which hold them back (Garratt, 1999). This can be attributable to the fact that what we believe has an effect on who we are and how we act (Robbins, 1997). If we change the internal coding, we can shift the limiting beliefs to an empowering one (Bandler, 1985) and with the right technique's, beliefs can be changed and new beliefs can be created (Garratt, 1999).

- **Employee level**

Employees need to evaluate what is important to them about their work (Lazarus, 2015). Managers need to address employees' beliefs and values to ensure that the lower levels automatically come together (Ready, 2004).

- **Organisational level**

In a business setting, beliefs are the rules and attitudes of the business against which employees are evaluated (Agness, 2010). Businesses are

based on beliefs whereby the most basic one being that the business will succeed. Beliefs run through all levels of the organisation (Roberts, 2006). A values statement provides direction to the organization and its culture to create a moral compass to guide decisions and attitudes and determines a benchmark against which actions can be assessed. Values are unique to a business and guides the operations laying the foundation with regard to how employees should conduct themselves in the workplace. A Code of ethics is drafted to action the practice of values and ensure that they are upheld ("What is the difference," n.d.).

- **Misalignment**

Misalignment with the level above occurs when staff's values and beliefs conflict with those of the business and they struggle with what is most important which results in them leaving the organisation (Agness, 2010).

2.4.3.5. Identity

- **Introduction**

The question that Identity answers is:

Who?

(Ready, 2004)

Identity is the combination of capabilities, beliefs and behaviours we exhibit in the environment (Jacobson, 1996) and identity factors establish our sense of self (Ready, 2004). It is about who a person thinks they are (Harris, 1998) and their mission in life. If we are unable to define who we

are, we will struggle to ascertain what we want and as a result we find it challenging to perceive where we are heading and lead others in that direction (McDermott & O'Connor, 1996).

- **Employee level**

Employees acquire a sense of belonging from an organisation's identity. Judgements become more impactful the higher the levels and therefore managers need to be mindful that criticism of employees in the workplace should be at a behavioural level, rather than at an identity level as it becomes a criticism of who they are. Employees can confuse the role that they play in the workplace with their identity. When people are asked the question "what do they do?", they often respond at the identity level (McDermott & O'Connor, 1996).

- **Organisational level**

Identity of companies has developed over time and usually emerges from the founders. Organisations must have a well understood identity because if the identity is unclear this will have an effect on the levels below and should also be separate from organizational behaviour. In large organisations, employees may show more loyalty to their department's than to the organization itself. Corporate identity can be found in the organisations logos and advertisements and is how the company wants to be seen (McDermott & O'Connor, 1996).

- **Misalignment**

Misalignment with the level above occurs when the organisation's identity is isolated and independent within the organization and is therefore not connected with employees (Agness, 2010).

2.4.3.6. Spirituality

- **Introduction**

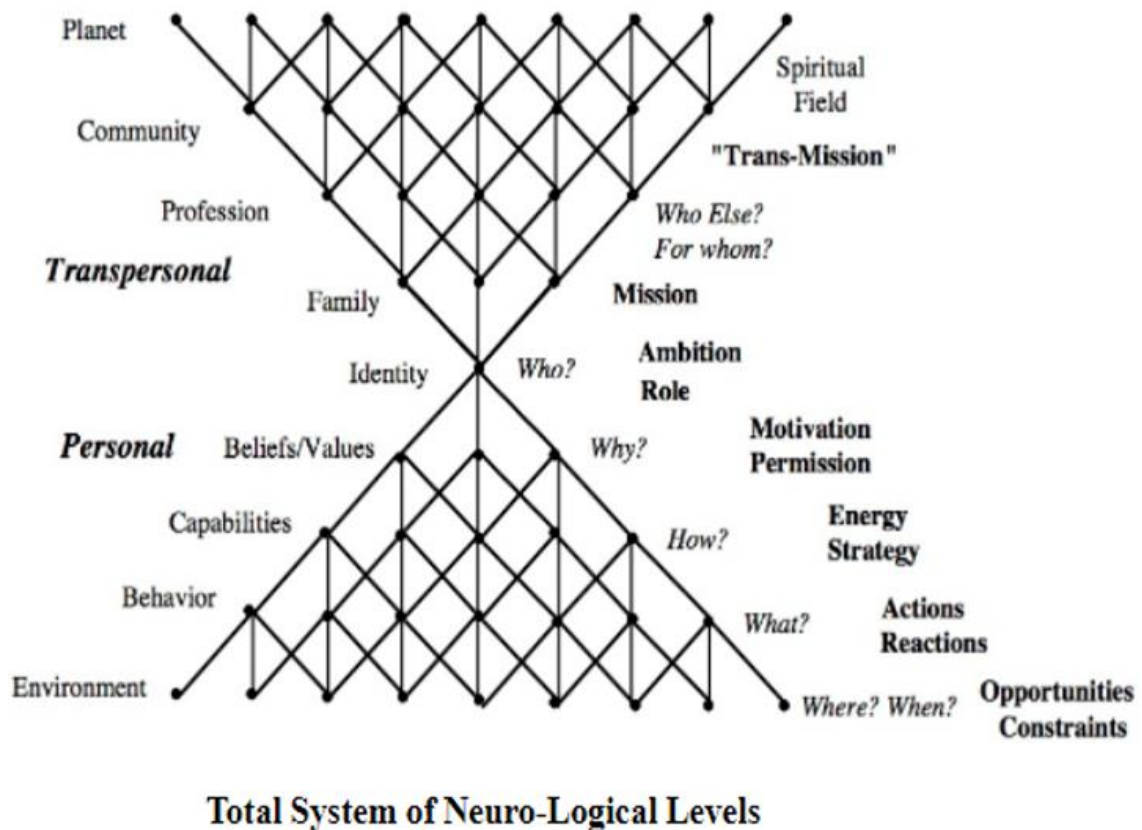
The question that Spirituality answers is:

For whom? Or For what?

(Ready, 2004)

The level above identity demonstrates larger systems and fields that we are a part of. The spiritual level involves how people perceive the larger system that they belong to and participate in. The level is also known as one of "trans-mission". This can be seen in the diagram below where the tree structure is flipped to extend upwards (Dilts, 2014).

Figure 5



Dilts, 2004 (www.nlpu.com)

- **Employee level**

This level exists beyond identity which includes family and community (Harris, 1998).

- **Organisational level**

In a business setting spirituality can be seen as the mission or purpose of an organisation (Roberts, 2006) and strives to understand what the ultimate mission of the business is and what connections to the broader global systems that it aims to accomplish (Agness, 2010). The vision statement is what the organisation portrays itself to be and is supported by

the mission statement which describes an organisation's purpose(s) for being and publicises what the organisation does, how and why it does it. It exposes the culture, values, ethics, fundamental goals, and agenda of the organisation. Prospective investors assess the alignment of their values with those of the organisation by referring to their mission statement (Chen, 2021).

▪ **Conclusions**

The levels of the Neuro-Logical Levels model were described and aligned to the organization. It was further emphasized that the model can be used to serve as a tool to identify at what level the problems or challenges reside so that the most appropriate techniques could be selected to address the challenges or issues.

The next section will now explore various techniques to address the effectiveness of techniques in the corporate environment which are used to solve problems or encourage improvements.

2.5. NLP at its best

This section addresses the following research question and objective:

Research question:

- What are some of the popular techniques that have been used effectively in a corporate environment?

Objective:

- Exploring some of the techniques that are effectively used in a corporate environment through research.

2.5.1. Introduction

This section aims to reveal a few techniques that can be used to resolve some of the current workplace challenges that were derived from research in section 2.3 bearing in mind that one may need to identify at what level the challenge resides in the Neuro-Logical Levels model to apply the most appropriate technique in order to successfully resolve the problem. This section also strives to apply the technique in the corporate environment.

2.5.2. Present state to Desired state

In order to resolve challenges or problems we need to establish what the present state and desired states are.

An issue that occurs in a current situation is known as the present state and the desired state is what you want to accomplish in relation to the

issue. To transition from one state to the other, NLP takes into account you, others and flexibility which is about giving you options (Harris, 1998).

One needs to set a well-formed outcome to move from the present state which is where you are to the desired state which is where you want to be (McDermott & O'Connor, 2001). Individuals need to maintain and check their ecology on well-formed outcomes set which need to be positive, specific and sensory-based (Bandler & Fitzpatrick, 2009). Once goals are set, a person needs to move from the present state to the desired state, however a person lacks the resources to move from one state to the next and therefore must become resourceful (Garratt, 1999).

2.5.3. Techniques

The section displays various popular techniques and their effects in the corporate environment.

2.5.3.1. Rapport

- **Technique Background**

Rapport is created by finding things in common to establish a relationship of trust and understanding. Techniques such as matching and mirroring can be used to achieve rapport. One can match and mirror through verbal communication such as tonality and predicates which represent a person's internal experience by the words they use through the representational systems (Visual, Auditory, Kinesthetic and Digital Auditory which is self-talk) and non-verbal communication through body movements. Once one has established rapport, one can then pace and lead. This is where the

person will unconsciously follow you and you will be able to influence that person (Robbins, 1997).

- **Rapport in the Corporate Environment**

Establishing rapport will enable successful business transactions between people because one has established harmony and understanding (Webster, 2000). Rapport can positively influence colleagues and customers as it creates a comfortable atmosphere and is an essential part of building respectable working relationships. Examples in the corporate environment where rapport can be effective is in sales, negotiations, interview selection, conflict resolution and presenting ideas to teams (Lazarus, 2015).

2.5.3.2. Congruence and Incongruence

- **Technique Background**

Congruency is where a person's behaviour, words, tone and body language are harmonious when conveying a message (McDermott & O'Connor, 1996). Congruence encourages rapport and trust, however when someone is incongruent the opposite happens, and they move to a state of internal conflict. This can happen within a person or an organisation. A person is congruent when their words and actions match. Their behaviour ties up to what they say, and their body language supports their message. When there is congruence, outcomes are achieved as internal beliefs, strategies, and behaviours are aligned (Bandler 1993). One is able to detect behaviour relative to internal responses by observing individuals' unconscious non-verbal responses so one will know how to

approach them. This is the process of calibration (Kay & Kite, 2009; Bandler 2008).

- **Congruence and Incongruence in the Corporate Environment**

Companies present their vision and define their values of ethics, integrity and shared accountability among their staff. Employees aligning to the companies' vision and values are being congruent; however a clash with the values indicates an incongruence which can cause an employee to feel uncomfortable and prevent the employee from passing on the vision to others. One should strive to develop a department and an organisation where people feel congruent and a place where people want to work (McDermott & O'Connor, 1996).

2.5.3.3. Hierarchy of ideas

- **Technique Background**

The Hierarchy of ideas involves chunking (Lazarus, 2015) which assists communication by processing information into big picture called chunking up or specific details which is known as chunking down. The diagram below illustrates the Milton model which concentrates on general ideas and therefore chunks upward versus the Meta model that chunks downward as this model focuses on specific details and chunking lateral occurs by matching the same level of detail through stories and metaphors (Ready, 2004).

Figure 6



Ready, 2004, p. 244

- **Hierarchy of ideas in the Corporate Environment**

In Organisations chunking up is used for mission statements, corporate strategies and high-level projects which are embedded with general terms and chunking down is a key managerial skill where the manager is required to transform the high-level terms into specific tasks at all levels of the organisation (McDermott & O'Connor, 1996). Chunking is successful in negotiations by refining disagreements by chunking up to agree key points and chunking down to agree specifics (Ready, 2004).

2.5.3.4. Well-formed outcomes

- **Technique Background**

SMART goals in the corporate environment are known as specific, measurable, achievable, realistic and timed. NLP takes the SMART model one step further and adds sensory specific information to assist a person in uncovering their true motives as to why they desire the goal (Ready, 2004).

Well-formed outcomes are outcomes that one desires to achieve and are designed in a way as to evade consequences and resistance to accomplishing the goals which is caused by an internal conflict in respect

of one's feelings and thoughts regarding the outcome. The goal is incorporated with all facets of one's life that follows a process that supports a person's circumstances (Jacobson, 1996).

For well-formed outcomes to be successful the outcome must be stated in positive terms. This is stated about what you want as opposed to what you do not want, and evidence needs to be provided through the sensors (see, hear and feel) to assess that the goal has been achieved. The goal must be realistic and achievable, and the necessary resources need to be accessed such as people equipment and states, that are required to achieve the goal. The goal needs to be time bound and an ecology check needs to be done to consider oneself and others (Christiansen, 2015).

- **Well-formed Outcomes in the Corporate Environment**

Well-formed outcomes are essential in assisting us and giving us the best chance in achieving our goals. By following the process of well-formed outcomes, we will improve our chances of success (Lazarus, 2010) and can be used at all levels of the organisation. Boards of directors and management teams use goals for strategic purposes and project teams can use well-formed outcomes for project deliverables (Lazarus, 2015). Well-formed outcomes can also be used for setting targets in performance appraisals and setting sales targets (Lazarus, 2010).

2.5.3.5. Associated and Dissociated

- **Technique Background**

Association is where you relive your experience and see, hear and feel it through your own eyes whereas dissociation is where you are outside your

experience observing yourself (McDermott & O'Connor, 1996). If you are in your experience and attached emotionally you are associating with your experience whereas dissociation detaches emotionally and observes the situation as if watching a movie from a distance (Vaknin, 2010).

- **Associated and Dissociated in the Corporate Environment**

The impact on organisations is that most employees are involved with their work whether they are enjoying it or not which means that they are associated, however employees who are dissociated will display a lack of interest and will indicate that they will not be in this job in the future. Organisations with a large amount of dissociated people are at risk and are encouraged to motivate and engage with them (McDermott & O'Connor, 1996).

2.5.3.6. Timelines

- **Technique Background**

Timelines is where people represent time by the way that they store pictures of the past, present and future (Garratt, 1999). There are two types of time lines in NLP.

- Through time is seeing stored images dissociated with the past left, the present in front and the future right.
- In time is seeing stored images associated with the past behind you, the present in you and future forward (McDermott & O'Connor, 1996).

- **Timelines in the Corporate Environment**

In an organisation through time is useful for planning and in time is useful for delivering deadlines (McDermott & O'Connor, 1996).

2.5.3.7. Future Pacing

- **Technique Background**

Future pacing is a mental rehearsal of a future event to improve one's performance. If you rehearse in an associated way, it becomes more memorable and real and can help you perform effectively when similar situations arise in the future (McDermott & O'Connor, 1996); however if one associates then their motivation will reduce because you will receive the feeling of already achieving it and therefore one needs to dissociate to increase motivation (Cart, 2019). Future pacing helps predict problems and prevents obstacles by visualising future scenarios to predict outcomes and assists with ways to address them. Future pacing assist with ones thinking of the appropriate courses of action to take, what the situation would be like, people's responses and validating if the outcome is ecological (Harris, 1998). Future pacing can become habitual if continuously repeated and is used in sports and business. It can be combined with other techniques (Garratt, 1999).

- **Future Pacing in the Corporate Environment**

Future pacing in a corporate environment is useful for problem solving, decision making, negotiations and presentations. By rehearsing the

presentation or the negotiation by playing it out in one's mind and imagining it in the future, where audiences can ask tough questions, will help one feel more confident about the event (Harris, 1998).

2.5.3.8. Swish pattern

- **Technique Background**

The swish pattern was created by Dr Richard Bandler and Dr John Grinder. The swish pattern is one of the most famous and frequently applied NLP techniques (Vaknin, 2010, p. 98). The swish pattern uses submodalities to change our thoughts and feelings to enable the person to depart of an unwanted behaviour as they realize the worth of becoming the person that they want to be. The swish pattern can fail if the wanted image to swish to is weak or they don't feel and fully experience the image (Bundrant, n.d.).

The swish pattern begins with thinking about the current state and establishing what triggers the negative image. It moves on to think about the desired state by placing oneself in a dissociated image and creating an image of what success looks, hears and feels like paying attention to the critical submodalities. The aim of this technique is to shrink and enlarge both images concurrently with increasing speed. One then needs to repeat and then to test (Vaknin, 2010).

- **Swish Pattern in the Corporate Environment**

The swish pattern is used to remove a habitual thought or behaviour and replace it with a more resourceful one (Vaknin, 2010) by shifting submodalities of the undesirable experience (Bandler, 2008). The swish pattern is used to resolve problems and challenges such as public

speaking, self-confidence, self-esteem and nervousness (Vaknin, 2010, p. 98). The Swish process assists in keeping people on track towards what they want to become and moving people from their present state to a desired state which would optimize their performance (Bandler, 2008).

2.5.3.9. Anchor

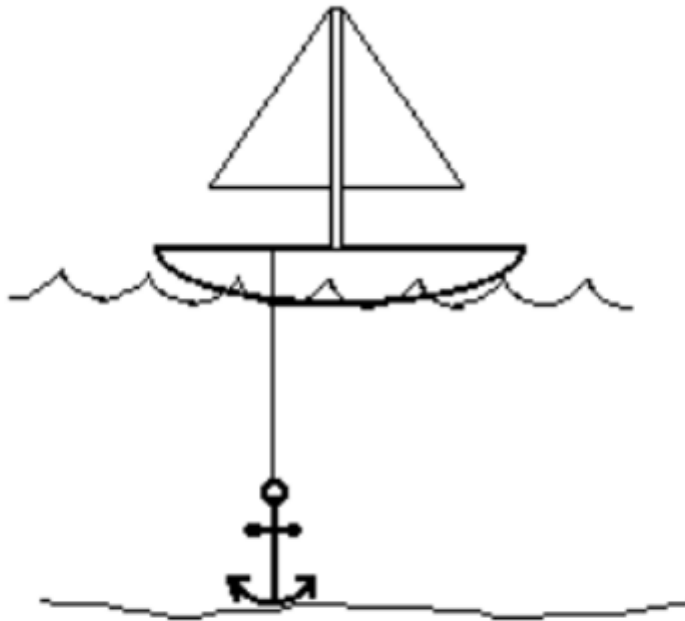
- **Technique Background**

Anchoring materialised when Grinder and Bandler were modelling Milton Erickson where he used tonality to apprehend and intensify trance states in clients in order to generate change (Carroll, 2013). Anchoring is comparable to the "conditioning" technique used by Pavlov where he connected the salivation in dogs by supplying food and ringing a bell. Pavlov discovered that he could ring the bell, the dog would salivate even when no food was given (Dilts, 1999).

NLP defines an anchor as an external stimulus that triggers an internal state or response and are used to create positive states when the anchor is fired off. Anchors can also be negative and would need to be replaced with a positive anchor (Ready, 2004, p. 139). Anchors can be used to retrieve resources such as confidence and using our sensors can elicit memories (Buffton, 1999).

Anchors are comparable to a metaphor where the boat is attached to a firm point which will hold the ship from floating away as seen in the diagram below in the same way as an anchor serves as a reference point to assist us in finding a location and preventing our attention from drifting (Dilts, 1999).

Figure 7



Similar to the Metaphor of a Boat or Ship, an Anchor Is a Reference Point that Stabilizes a Particular State

Dilts & Delozier, 2000, p. 30

To establish an anchor the person must retrieve a state and produce an anchor at the peak of the state. The state is broken, and the anchor is then released to test (Robbins, 1997; Carroll, 2013).

There are various types of anchors. The natural anchor occurs when the efficacy of stimuli varies and as a result of their preferred representational system, people have instinctive tendencies towards certain anchors (Dilts & Delozier, 2000). Spatial anchors are used for influencing for example the audience by repeatedly actioning the same behaviour on stage in the same place (Ready, 2004). The space becomes the anchor (Carroll, 2013) and covert anchors is where the stimulus is outside of awareness and where the anchor avoids conscious filtering and interference. These become

useful when the conscious mind gets in the way of the change (Dilts, 1999). Interferences are factors that prevent us from reaching our goals (Dilts & Delozier, 2000).

Anchors can be stacked in order to strengthen the end state and anchoring occurs with altered experiences of the same state and place. Chaining anchors is whereby a state is anchored and then tested before moving onto the next one. Two or more anchors are activated one after the other. Sliding anchors use touch to set the anchor and is intensified as the touch is moved (Carrol, 2013). Collapsing anchors collapse a negative state into a positive state to increase choice that people have (Ready, 2004).

For the anchor to be successful it must be unique and distinctive. The anchor needs to be intensified by setting it at the peak of the state and timely by associating at the best time. It must be reinforced and repeated (Ready, 2004).

Some of the techniques that use anchoring is the circle of excellence, change of personal history and the new behaviour generator. The circle of excellence was created by John Grinder and Judith DeLosier. This technique harnesses a positive state through an imaginary circle on the floor by establishing an internal anchor and makes one aware of their internal sensations and behaviour. Change of personal history assists in improving experiences from the past by amending negatively-coded memories in order to be free from these memories to enable one to realise their potential (Vaknin, 2010) and makes use of timelines (Garratt, 1999). The new behaviour generator is a creativity strategy which is structured around the method of progressing from vision to action. It was established by John Grinder in the late 1970's (Dilts & Epstein, 1991). It establishes a part that a person requires such as assertiveness and as a result develops

a new behaviour (Vaknin, 2010). It involves forming a visual image of the behaviour that you want and associating with the image and then conveying verbally what elements are missing or needed (Dilts & Epstein, 1991).

- **Anchors in the Corporate Environment**

In the corporate environment anchors can be used to enhance leadership whereby managers anchor states of confidence, enthusiasm, commitment, and motivation to improve their productivity. Teams or organizations shape their culture by continually using key words to anchor them in their communication (Linder-Pelz, 2010) and objects such as a country's flag to which positive emotions are linked (Robbins, 1997). Positive states can be elicited by resource anchors before and after presentations and appraisals. The presenter can also anchor states in the audience (Lazarus, 2010). Anchoring also assists with decision making by anchoring feelings of being more decisive (Robbins, 1997). Anchors are used in training and in the feedback loop to ensure training outcomes (Garratt, 1999).

2.5.3.10. The Basic Motivation Pattern

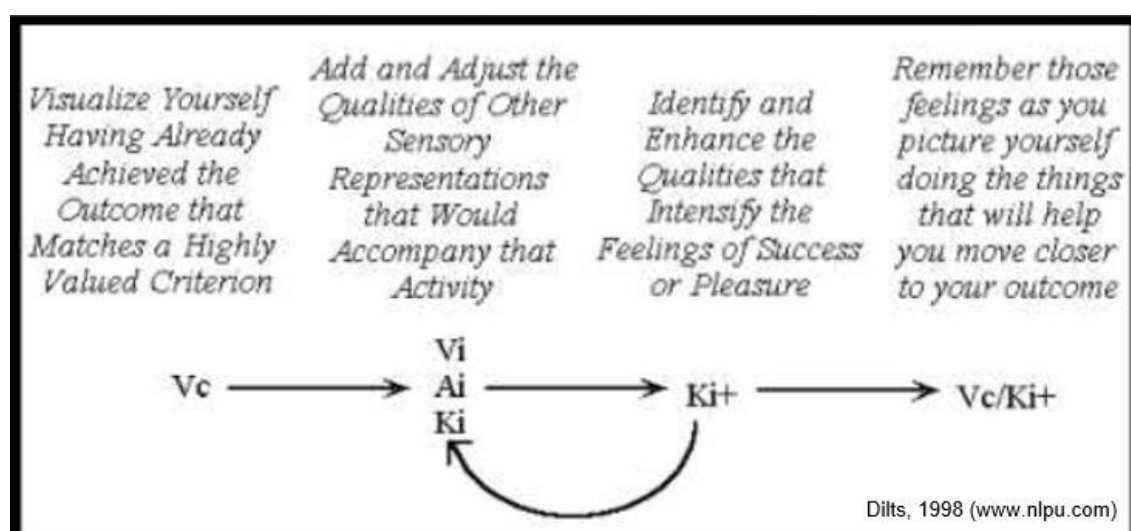
- **Technique Background**

The motivation strategy is a technique that combines elements such as imagination, expectation, criteria, submodalities and association to motivate people to take the necessary actions to reach their goals. The diagram below modifies the images submodalities and uses the sensory modalities to intensify the feelings of success (Dilts, 1998). People can

have a toward motivation strategy, which is where they move towards what they want, and people can also have an away motivation strategy which is where they move away from what they don't want (Vaknin, 2010). Often people talk about what they don't want rather than what they do want. In order to acquire them to change one needs to discover what motivates them by knowing their motivation strategy. As a prerequisite to a motivation strategy, the person needs to know how to effectively make a decision (Bandler, 1985).

The diagram below displays the steps to adjust the submodalities of an image to intensify the feelings of success (Dilts, 1998).

Figure 8



- **Motivation in the Corporate Environment**

Motivating employees will increase performance and output of the workforce, increase happiness of workers and there will be less absences from work as stress will be reduced. Managers and supervises that are not trained appropriately may put being 'in charge' as a preference over

developing and motivating others. It will be very rewarding using NLP skills to promote positive motivation if heading up a department or working with teams as motivated staff enables them to be self-sufficient and provides them with a want to perform well (Kay & Kite, 2009).

2.5.3.11. Reframing

- **Technique Background**

Reframing is about giving another meaning to a behaviour or statement by changing someone's comprehension (Garratt, 1999). The behaviour is reframed so as to change it. In order to deliver the reframe the person must be in a state of congruence. One needs to identify what the problem is to ascertain what reframe to apply. Context reframe is applied if there is a comparative generalization and seeks where the negative situation has value and a meaning reframe would be applied if there is a complex equivalence and seeks for a positive meaning of the negative situation. An internal representation of the problem needs to be created using sensory modalities and once the new frame is discovered then it needs to be delivered (Bandler, 1982).

This technique was created by John Grinder (Vaknin, 2010) which led to the development of "New code NLP" ("New Code NLP," n.d.) and can be used to solve any type of issue. It aims to determine the positive intention relating to the internal part driving the behaviour and providing options to resolve (Dilts & Delozier, 2000). It uses the subconscious to find behavioural alternatives to change habits to satisfy the positive intent. The undesirable behaviour is selected, and a signal is established. The positive intent of the behaviour is then discovered, and alternatives are created,

and agreement is reached with the employee to use the options. One needs to also do an ecology check (Vaknin, 2010).

- **Reframing in the Corporate Environment**

In organisations reframing is used in sales to handle objections and in presentations to deal with questions (Lazarus, 2010). Reframing is also useful in negotiations as to where one seeks to sequence both parties' behaviours so that they don't clash, with the aim of resolving conflicts (O'Connor & Seymour, 1993). Reframing boosts performance by reframing ones limiting experience by changing their language which alters their thoughts and as a result they become a more positive person with empowering beliefs (Lazarus, 2015).

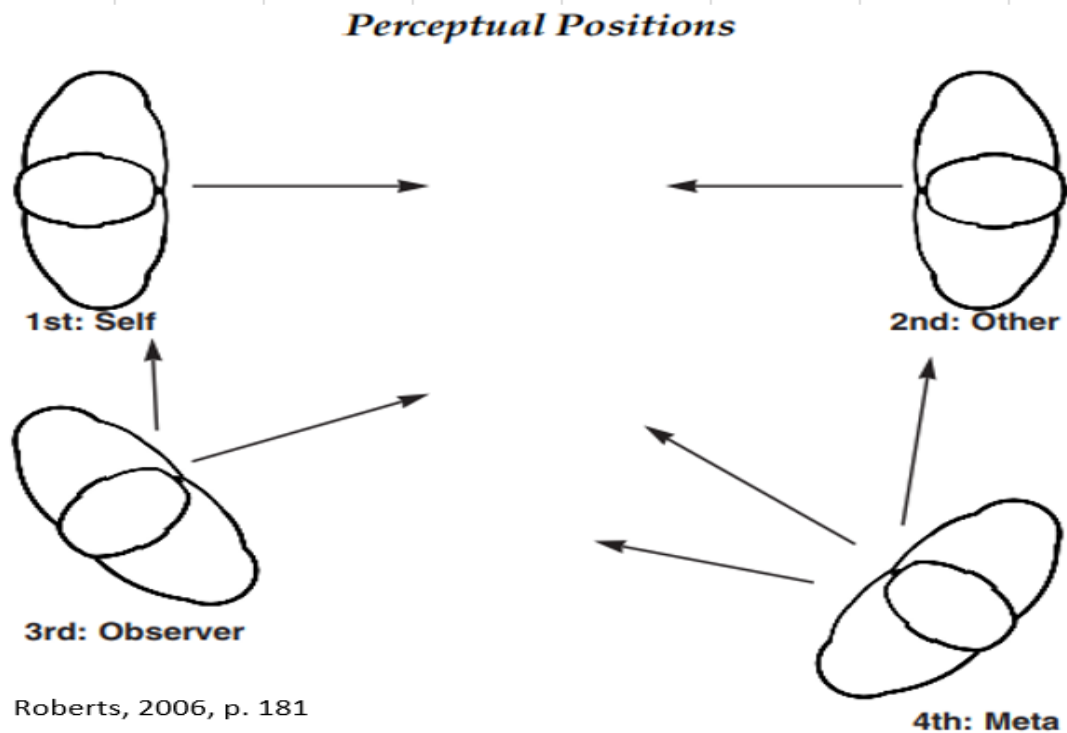
2.5.3.12. Perceptual positions

- **Technique Background**

Perceptual positions are used to promote excellence and makes use of visualisation. The first position is observing through your own eyes which places you in a fully associated position as you are detached from your sensory experiences and thoughts. The second position practices empathy by putting yourself in someone else's shoes. In this position you make use of the sensory modalities and the third position observes objectively from a distance in a dissociated position. In challenging situations perceptual positions may not be aligned. Once perceptual positions are aligned people will have an edge in challenging situations (Vaknin, 2010).

The diagram below illustrates the perceptual positions and their connections.

Figure 9



There is also a fourth position which is stepping outside the system being family or organisation that form part of the situation and a fifth position which gives a cosmic view (Vaknin, 2010).

- **Perceptual positions in the Corporate Environment**

Perceptual positions can be used to make a decision and taking into account perspectives from all people involved as matters are viewed from various perspectives. Perceptual positions aids with conflict resolution when in the second position, the third position obtains an objective view of

the whole situation and provides a wide perspective which is useful in a business setting. The argument changes once it is viewed from other positions. The fourth position is seen at the level of the company or group or division or department. Perceptual positions are useful in mediation, influencing others and flexibility (Roberts, 2006). Perceptual positions can assist in creating positive states which is suitable for meetings and discussions in a corporate environment. When perceptual positions are aligned, they can assist in building relationships (Vaknin, 2010). Perceptual positions can be used to manage people by considering the staff's point of view and in strategic planning by considering the organisation from stakeholders and analyst perspectives (Lazarus, 2010).

2.6. Previous case studies where NLP has been applied in the Corporate Environment.

This section addresses the following research question and objective:

Research question:

- Have NLP techniques been effective in addressing workplace challenges in a corporate environment?

Objectives:

- To establish the successfulness of applying NLP techniques in a corporate environment by reviewing prior research.

This section aims to review a number of previous case studies to verify the effectiveness of NLP Techniques in the context of a corporate or work environment.

The case studies were extracted from ResearchGate where a search was done for Neuro Linguistics Programming case studies. The following key words such as techniques, work, environment, corporate, manager and employee were used to search for cases where NLP was applied in a corporate environment. The following case studies were extracted and are summarised with the main theme:

1.

<i>Title</i>	Neuro-linguistic programming
<i>Date</i>	March 2021
<i>Authors</i>	J. Kirubhakaran
<i>Summary</i>	This citation revolved around NLP techniques to be applied in day-to-day work activities to boost motivation and maintain a learning organization and that success of an organisation is contributed to their own success.

2.

<i>Title</i>	Neuro Linguistic Programming in Empowerment Staff
<i>Date</i>	January 2019
<i>Authors</i>	S. Sen & E. Uğur
<i>Summary</i>	The purpose of this review was to provide recommendations for the use of NLP techniques to empower employees and to emphasize the importance of empowerment.

3.

Title	Theories used in NLP for motivation. 2nd part
Date	June 2019
Authors	B.A. Furduescu
Summary	There must be motivating factors for employees to work well to produce quality for an organisation to strengthen its position in the market. Emphasis is attributed to the relationship between motivation, NLP and the effective performance of the employee.

4.

Title	Neuro-Linguistic Programming and Managerial Communication
Date	September 2018
Authors	M. Frankovsky, Z. Birknerová, E. Benková & L. Suhányi
Summary	A study was done to compare managers to non-managers and also compared respondents who attended NLP training and those who did not attend. The results showed NLP being effective with regard to managerial communication.

5.

Title	Identification of attributes of neuro-linguistic programming (NLP) structure with the focus on communication and techniques of its implementation in managerial work.
Date	June 2018
Authors	A. Budiman, M. Frankovsky, Z. Birknerová, & E. Benková

Summary The research was carried out on the sample of 124 managers where the application of NLP techniques was effective in the improvement of communication in the context of managerial work.

6.

Title **Message Reframing in Advertising**
Date November 2014
Authors N. Neudecker, FR. Esch. T. Schaefers & S. Valussi.
Summary Reframing is used to change the viewpoint of how a brand is experienced. An experimental study was hypothesized and tested which revealed positive outcomes for message reframing.

7.

Title **Neuro-linguistic Programming Techniques for Perfecting Presentation Skills**
Date October 2014
Authors D. Ilieva & R. Vazov
Summary The paper highlights the NLP strengths and varieties of instruments, techniques and processes to improve presentation skills and to bring them on another level.

8.

Title **Rapport Building for Salespeople: A Neuro-Linguistic Approach**
Date October 2013
Authors W.G. Nickels, R.F. Everett & R. Klein.

Summary This paper focuses on teaching rapport to salespeople to create interactions that are mutually beneficial.

9.

Title **Applying NLP tools and techniques in an FMCG environment**

Date March 2011

Authors W.G. Nickels, R.F. Everett & R. Klein.

Summary The purpose of the paper gives a summary of NLP techniques in an FMCG environment. It takes into account the methodology, practical implications, social implications and demonstrates the effective application of NLP.

10.

Title **Leading Through NLP**

Date January 2009

Authors M. Yousaf, H. Chaudhry & A. Haider.

Summary The focus of this paper is about enhancing the effectiveness of leadership qualities by using NLP techniques. The study uses past great leaders to support the argument.

These case studies proved to be successful in the application of NLP techniques in the context of a corporate or work environment addressing workplace challenges such as communication, motivation, leadership, presentation skills, relationship building and empowerment.

3. Research methodology

3.1. Research aims and approach

The research aim was to establish the efficacy of NLP techniques used to address workplace challenges in a corporate environment.

The research approach employed was a qualitative approach with reliance on secondary sources of data collection. This encompassed a literature review and prior case studies which were applied to accomplish the research questions and objectives, however there was a gap in the literature whereby there was no existing literature on the effectiveness of NLP techniques in a remote working environment to address workplace challenges in corporates. A qualitative approach using primary sources of data collection through a survey was then applied to address this gap.

3.2. Research Design

The research design encompassed qualitative methods and were descriptive in nature. The qualitative methods were based on the literature review and prior case studies as well as a survey. The survey was grounded on training participants with various NLP techniques to assess the effectiveness of these NLP techniques in the corporate environment.

Once participants had been randomly selected, consent and confirmation for participation was obtained from each of the participants through a Team's message. The participants were split into groups of 6 for the purposes of the training. These participants were then trained on various NLP techniques. The training was done virtually through Teams. The NLP techniques were administered by the researcher who holds an NLP

Practitioner and Master Practitioner certification and is a member of the CTAA (Complementary Therapists Accredited Association). The techniques trained comprised of well-formed outcomes, calibration, congruence and incongruence, hierarchy of ideas, association and dissociation, timelines, future pacing and perceptual positions. They were then given 2 weeks to go and apply these techniques in the remote working environment. A survey was sent out using google forms to assess the effectiveness.

3.3. Population

In order to achieve the research objectives of establishing the effectiveness of NLP techniques in the remote working environment of corporates, a company was used that has been practicing remote working since March 2020 due to the COVID 19 Pandemic. The company has a significant market share in its sector. The population that was used for the study was based on this companies' employees. The population was narrowed down to participants that were part of the actuarial and financial teams and the size of the population was 148 employees.

3.4. Sample

Probability sampling was used to randomly select 24 participants out of the 148 employees. The method that was used was simple random sampling. The participants were listed and allocated a number. The "RANDARRAY" formula was used in excel to derive random numbers and a "VLOOKUP" formula was used to discover the 24 participants who were then contacted and trained on the various NLP techniques.

3.5. Data collection

Data collection was done through a survey. The survey was based on nominal data. The instrument that was used was the Likert five points scale which was displayed as strongly agree, agree, neutral, disagree and strongly disagree. The questionnaire was used to ascertain the objectives of the study with the aim to close the gap in the literature review. The survey questionnaire was anonymous and contained close ended questions. The survey questionnaire was sent to the participants through a Team's chat with the relevant link to the questionnaire. The results were then collected through the google forms platform. Reminders were set up in the participants calendars and the necessary follow ups to ensure responses were conducted. The survey questionnaire was completed by all the participants.

3.6. Reliability

The training of the various techniques were consistently applied across the groups of the 6 participants per training session. The training tested the participants knowledge and learnings through polls, matching test items and true and false questions. The training included breakaway rooms and feedback loops. The same survey questionnaire was consistently sent to all participants.

3.7. Validity

The accuracy of the survey questionnaire was piloted on an employee with two master's degrees for readability, clarity and understanding and the relevant changes were made. The training material and survey

questionnaire was then presented to one of the executives of actuarial to obtain approval for roll out to the 24 participants. Survey questions generated were appropriate for the target group and the survey was checked and validated ensuring distinctive responses per participant on google forms by the researcher. To check for accuracy in the results, questions in the survey were set up to test the precision of the results.

Simple random sampling of participants was also used to prevent bias and ensure validity (Thomas, 2020).

3.8. Data analysis strategies

Textual analysis is used to define, interpret and comprehend texts (Caulfield, 2020). A textual analysis was employed by analysing books, articles, websites and videos which contributed to the literature review and prior case studies.

To answer the research question and relevant objectives the data collected from the survey was analysed using frequency. The variables used were discrete in nature and the data was displayed in graphs using percentages. The central tendency measure that was used was the mode which is the value that occurs the most in a data set (Bandari, 2020) and was a result of the sum of the number of responses of participants for each of the categories.

4. Presentation of results

- **Introduction**

The presentation of the results will be based on the responses to the questions that were completed in the survey by the 24 participants. The results will be exhibited through graphs for each of the questions. The reason for the question will be given followed by an analysis of the graphs data.

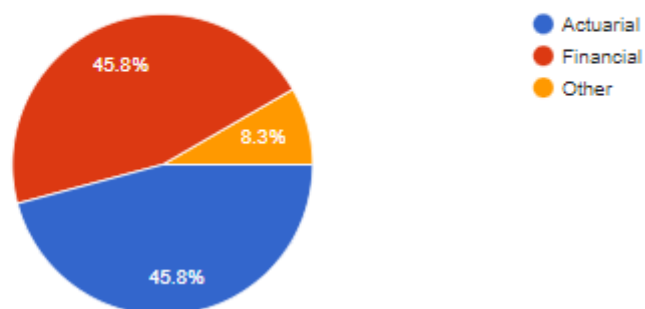
- **Presentation**

Survey Question 1

Chart 1

1. What area of specialty are you in?

24 responses



Reason for the question:

The question was geared towards understanding demographics relating to occupation of the sample.

Analysis:

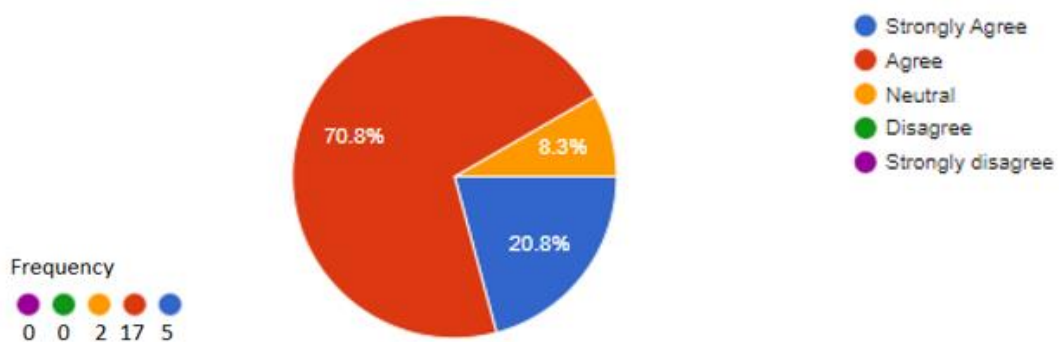
The graph displays 45.8% of actuarial employees, 45.8 % of finance employees and the balance of 8.3% belonging to other occupations.

Survey Question 2

Chart 2

2. Neuro Linguistics Programming Techniques applied are effective in a remote work environment to address workplace challenges.

24 responses



Reason for the question:

This question aims to answer the following research question and objective:

- Are NLP techniques effective in a remote work environment to address workplace challenges in corporates?
- To explore the efficacy of NLP techniques in a remote work environment to address workplace challenges.

Analysis:

The graph reveals 17 (70.8%) of participants who agree to the effectiveness of the NLP techniques applied in the remote working environment whilst 5 (20.8%) strongly agree. When combined these add to 91.7%. 2 (8.3%) of participants selected neutral and there were no disagree or strongly disagree responses.

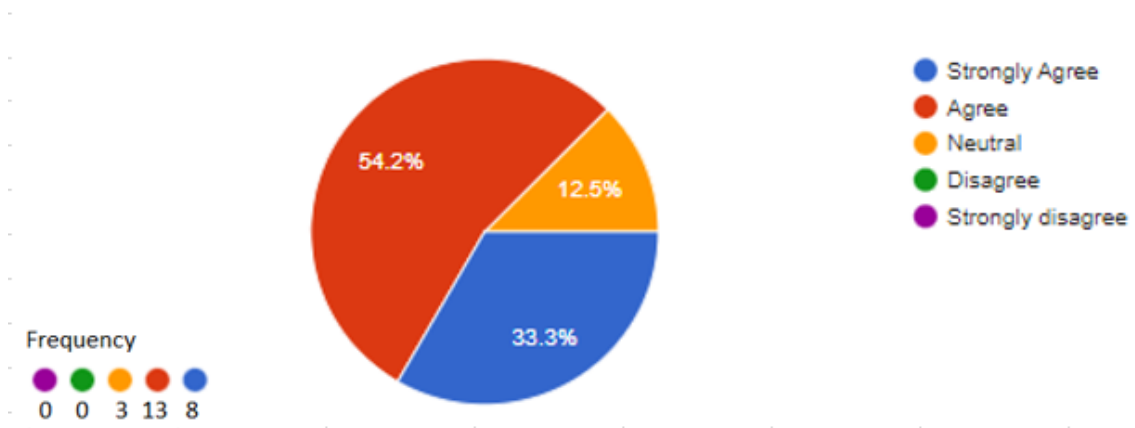
The mode of the data according to the simple frequency distribution is the category agree with a count of 17.

Survey Question 3

Chart 3

3. Neuro Linguistics Programming Techniques are easy to use?

24 responses



Reason for the question:

This question aims to answer the following research question and objective:

- Are NLP techniques easy to use?
- To establish if NLP techniques are easy to use.

Analysis:

The pie graph exhibits 8 (33.3%) of participants for the category strongly agree and a 13 (54.2%) for the category agree. When combined this adds to 87.5%. There are 3 (12.5%) of participants who responded to the

neutral category, and there were no participants that disagreed or strongly disagreed with NLP techniques being easy to use.

The mode of the data according to the simple frequency distribution is the category agree with a count of 13.

Survey Question 4

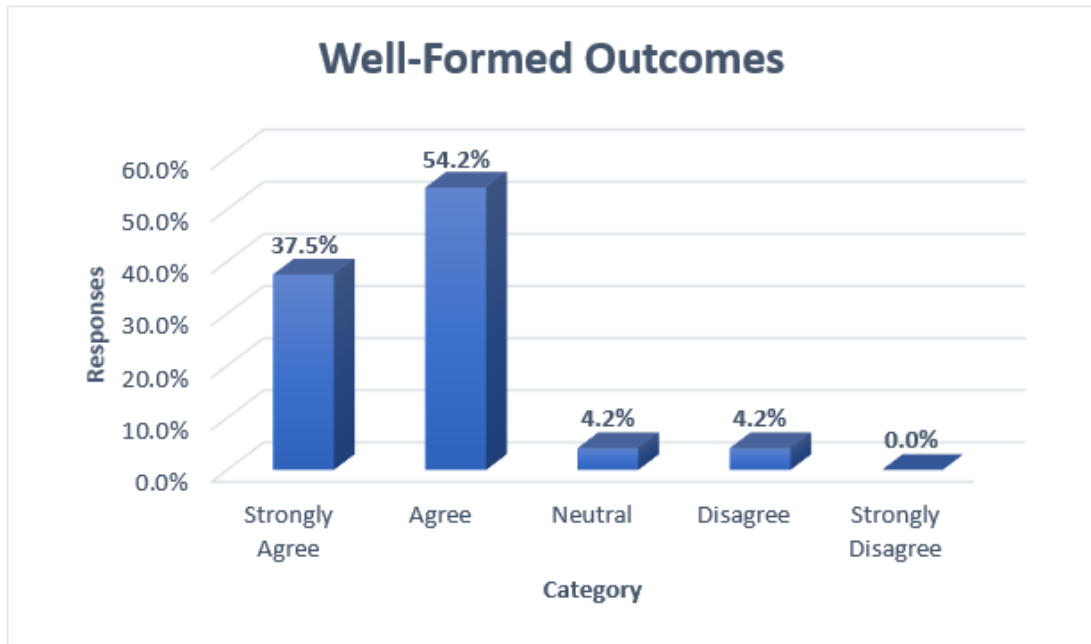
4. Neuro Linguistics Programming Techniques applied are effective in a remote work environment to address workplace challenges.

Reason for the question:

The 24 participants were trained on the following 9 NLP techniques. A question was included in the survey questionnaire to validate the extent of the effectiveness for each the techniques applied in the remote working environment to address workplace challenges. A percentage frequency distribution is calculated per NLP technique and the results are displayed in the following bar graphs.

- Well-formed Outcomes

Chart 4



Simple Frequency Distribution	9	13	1	1	0
Mode	Agree				

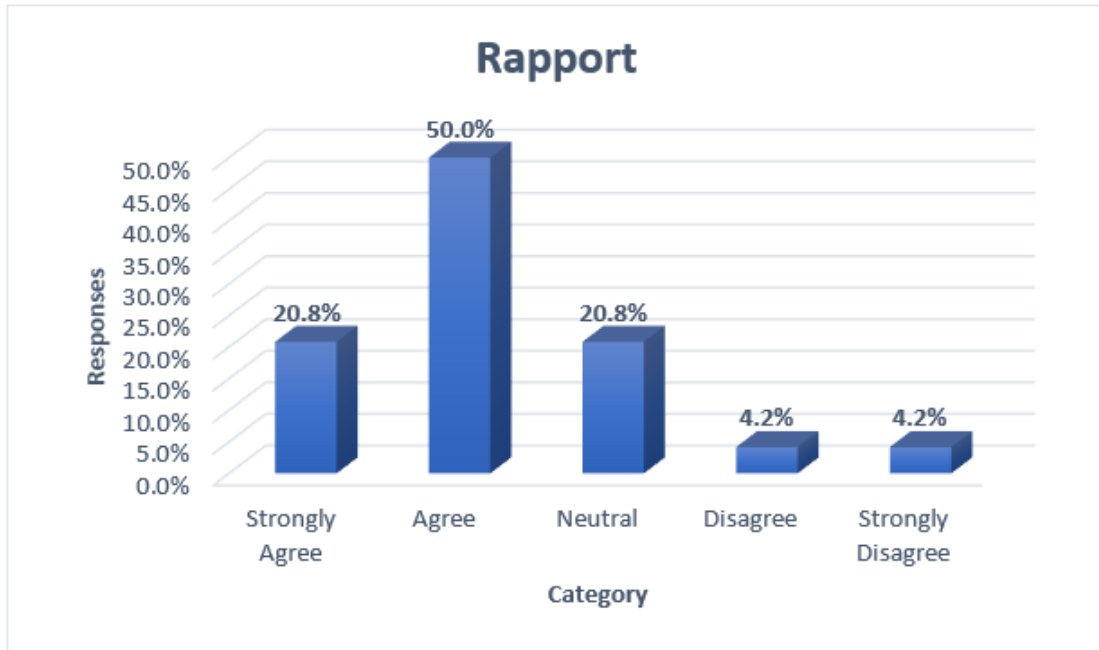
Analysis:

13 (54.2%) of participants agreed that well-formed outcomes applied were effective in a remote work environment. 9 (37.5%) strongly agreed, 1 (4.2%) selected neutral and 1 (4.2%) disagreed, however there was no responses where participants strongly disagreed.

The mode of the data set was the agree category with 13 responses.

- Rapport

Chart 5



Simple Frequency Distribution	
	5 12 5 1 1
Mode	Agree

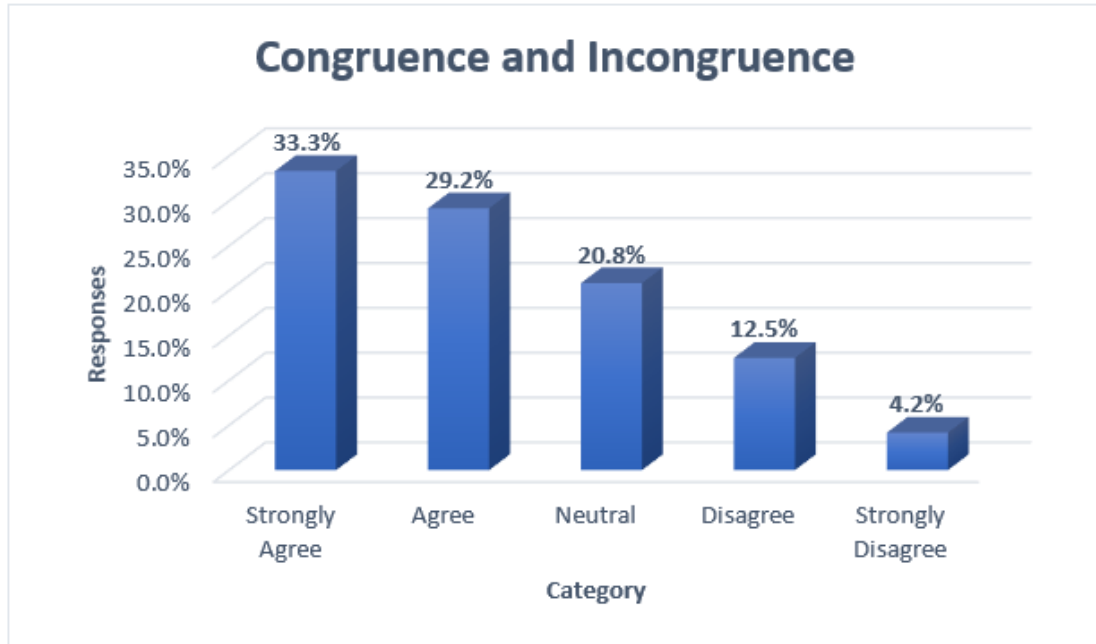
Analysis:

12 (50.0%) of participants agreed and 5 (20.8%) strongly agreed that rapport was effective when being applied in a remote work environment, however 1 (4.2%) disagreed and 1 (4.2%) strongly disagreed whilst 5 (20.8%) remained neutral.

The mode of the data set was the agree category with 12 responses.

- Congruence and Incongruence

Chart 6



Simple Frequency Distribution	8	7	5	3	1
Mode	Strongly Agree				

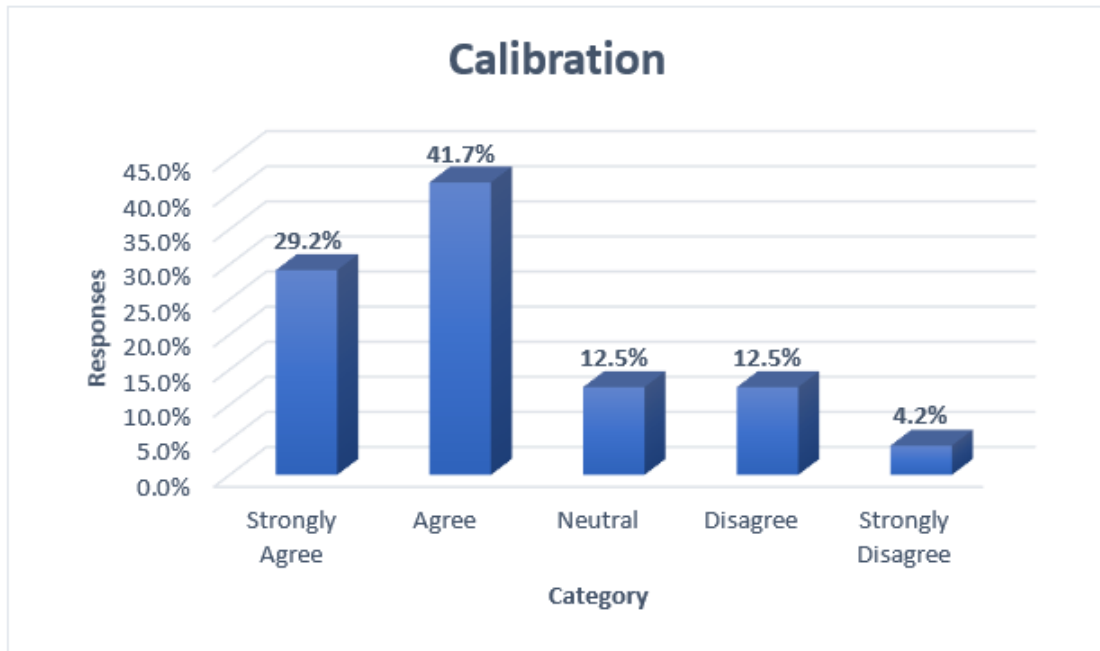
Analysis:

8 (33.3%) of participants strongly agreed and 7 (29.2%) agreed that congruence and incongruence were effectively applied in the remote work environment. 5 (20.8%) of participants responded in the neutral category and 3 (12.5%) disagreed whilst 1 (4.2%) participant strongly disagreed.

The mode of the data set was the strongly agree category with 8 responses.

- Calibration

Chart 7



Simple Frequency Distribution	
	7 10 3 3 1
Mode	Agree

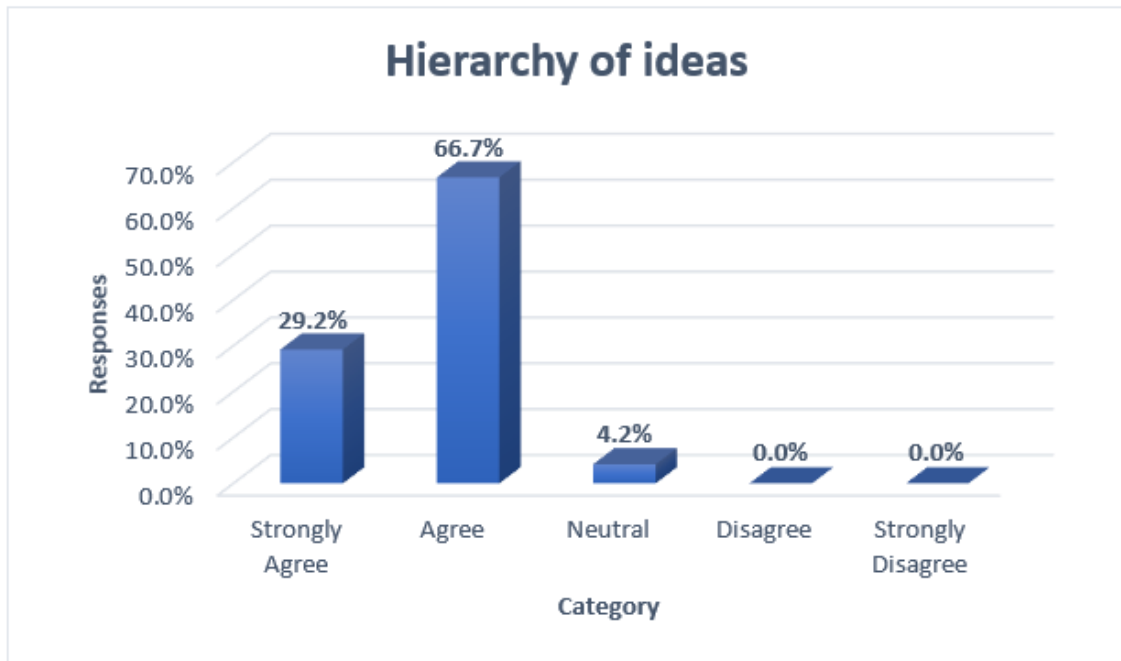
Analysis:

Participants agreed that calibration was effectively applied in the remote work environment comprising of 10 (41.7%) responses and 7 (29.2%) participants strongly agreed. Neutral and disagree both came in with responses from 3 (12.5%) participants and 1 (4.2%) participant strongly disagreed to the effectiveness of calibration in the remote work environment.

The mode of the data set was the agree category with 10 responses

- Hierarchy of ideas

Chart 8



Simple Frequency Distribution					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	7	16	1	0	0
Mode	Agree				

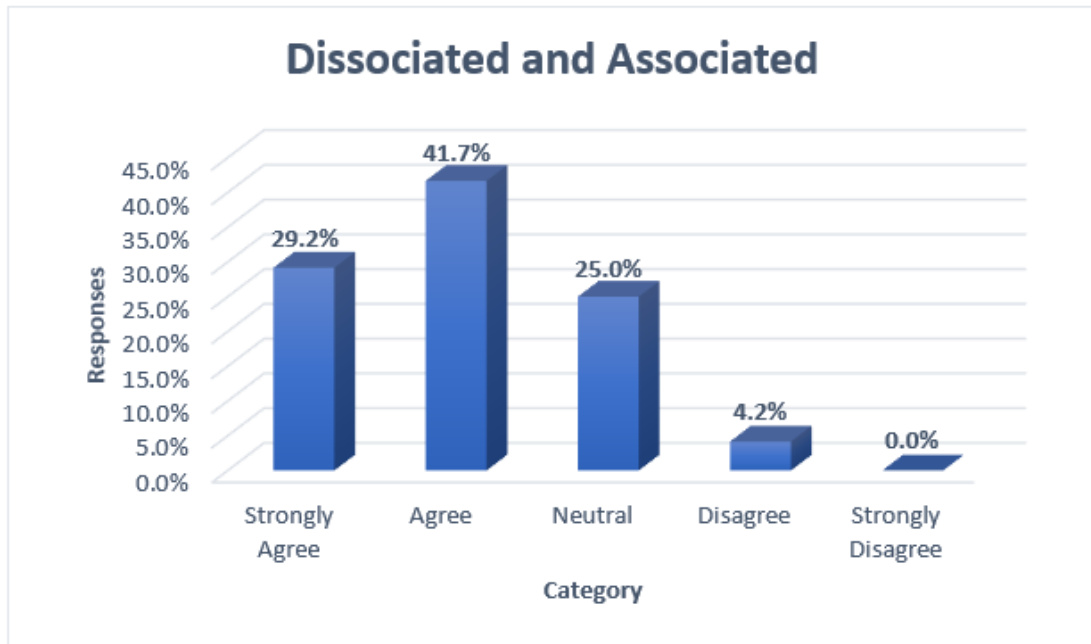
Analysis:

7 (29.2%) of participants strongly agreed to the hierarchy of ideas technique being effective in the remote work environment and 16 (66.7%) agreed. 1 (4.2%) participant selected neutral and there were no responses for disagree and strongly disagree.

The mode of the data set was the agree category with 16 responses

- Dissociated and Associated

Chart 9



Simple Frequency Distribution	7	10	6	1	0
Mode	Agree				

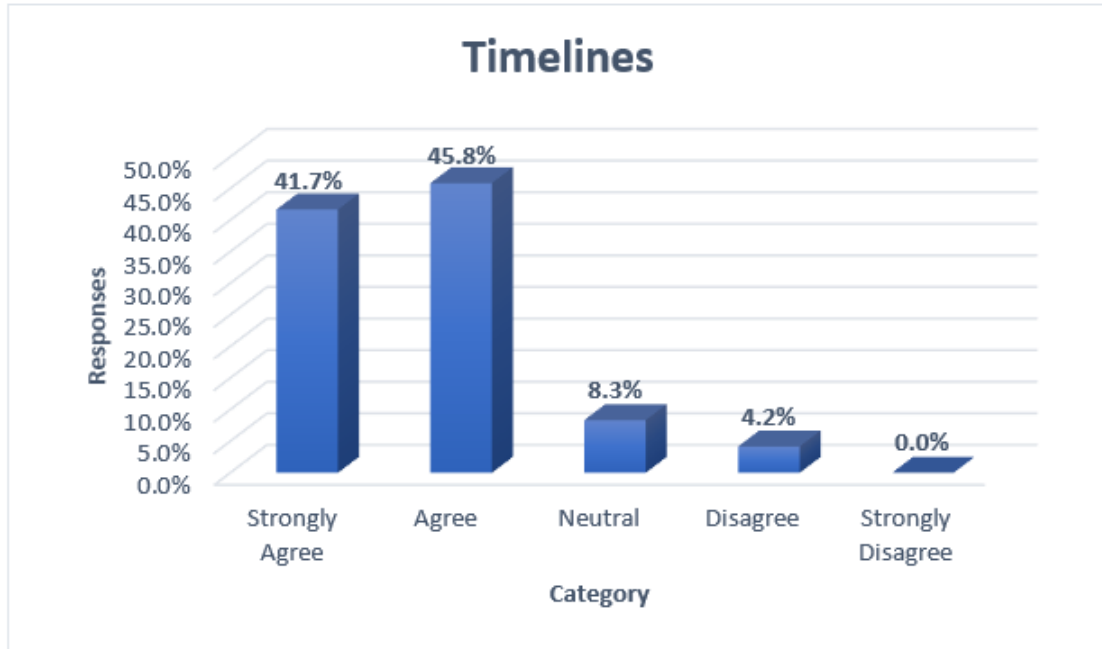
Analysis:

Dissociated and associated was applied effectively in the remote work environment according to 10 (41.7%) who selected agree and 7 (29.2%) who selected strongly agree. 6 (25.0%) were neutral and 1 (4.2%) participant selected disagree whilst there were no selections for strongly disagree.

The mode of the data set was the agree category with 10 responses.

- Timelines

Chart 10



Simple Frequency Distribution					
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Frequency	10	11	2	1	0
Mode	Agree				

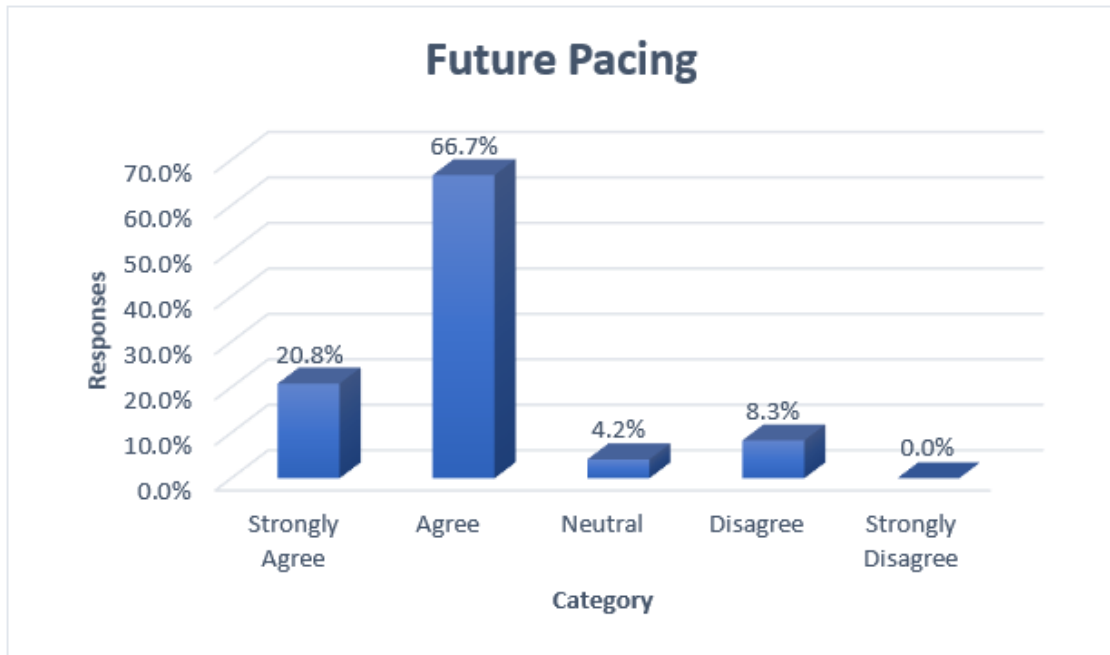
Analysis:

10 (41.7%) strongly agreed that timelines were effective in the remote work environment and 11 (45.8%) of participants agreed. 2 (8.3%) selected neutral and 1 (4.2%) participant disagreed. There were no selections for strongly disagree.

The mode of the data set was the agree category with 11 responses

- Future Pacing

Chart 11



Simple Frequency Distribution	
Mode	Agree

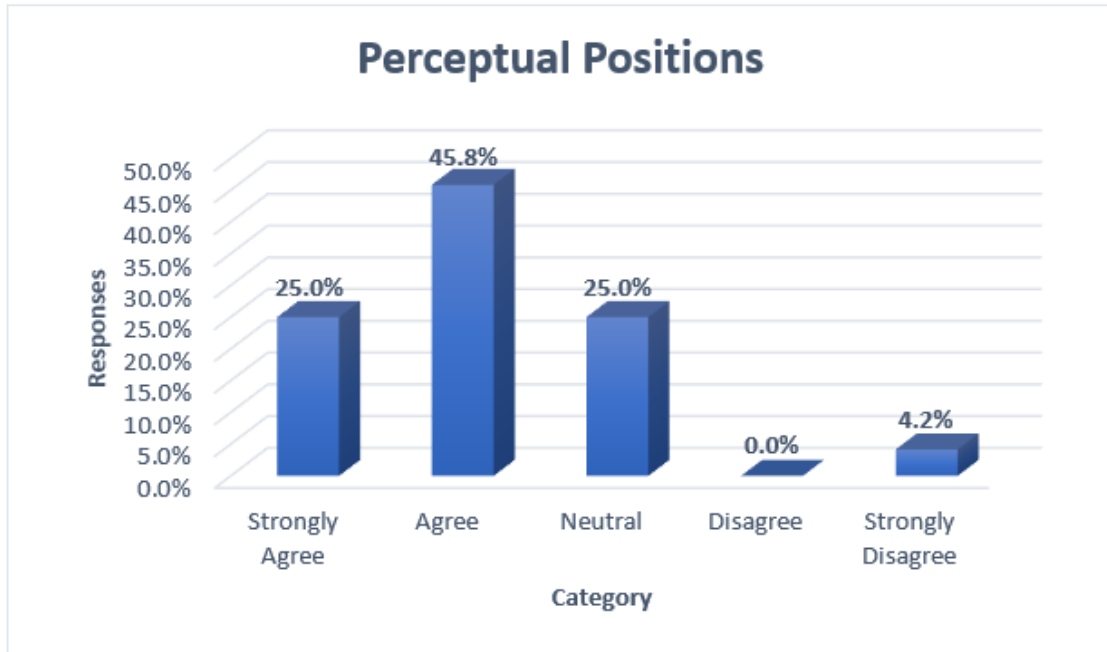
Analysis:

Participants of 16 (66.7%) selected agree and 5 (20.8%) selected strongly agree to the effectiveness of future pacing in the remote work environment. 1 (4.2%) participant was neutral, and 2 (8.3%) participants selected disagree whilst there were no responses for strongly disagree.

The mode of the data set was the agree category with 16 responses

- Perceptual Positions

Chart 12



Simple Frequency Distribution					
	6	11	6	0	1
Mode					
	Agree				

Analysis:

11 (45.8%) of participants felt that perceptual positions was a technique that was effective in the remote working environment. 6 (25.0%) of participants responses strongly agreed and were also neutral whilst 1 (4.2%) participant strongly disagreed and there were no selections for disagree.

The mode of the data set was the agree category with 11 responses.

- Combination

The tables below combines agree and disagree categories and is presented by percentage and frequency for all 9 NLP techniques. The tables sum up the individual responses to get a total and then the average is calculated.

Table 1

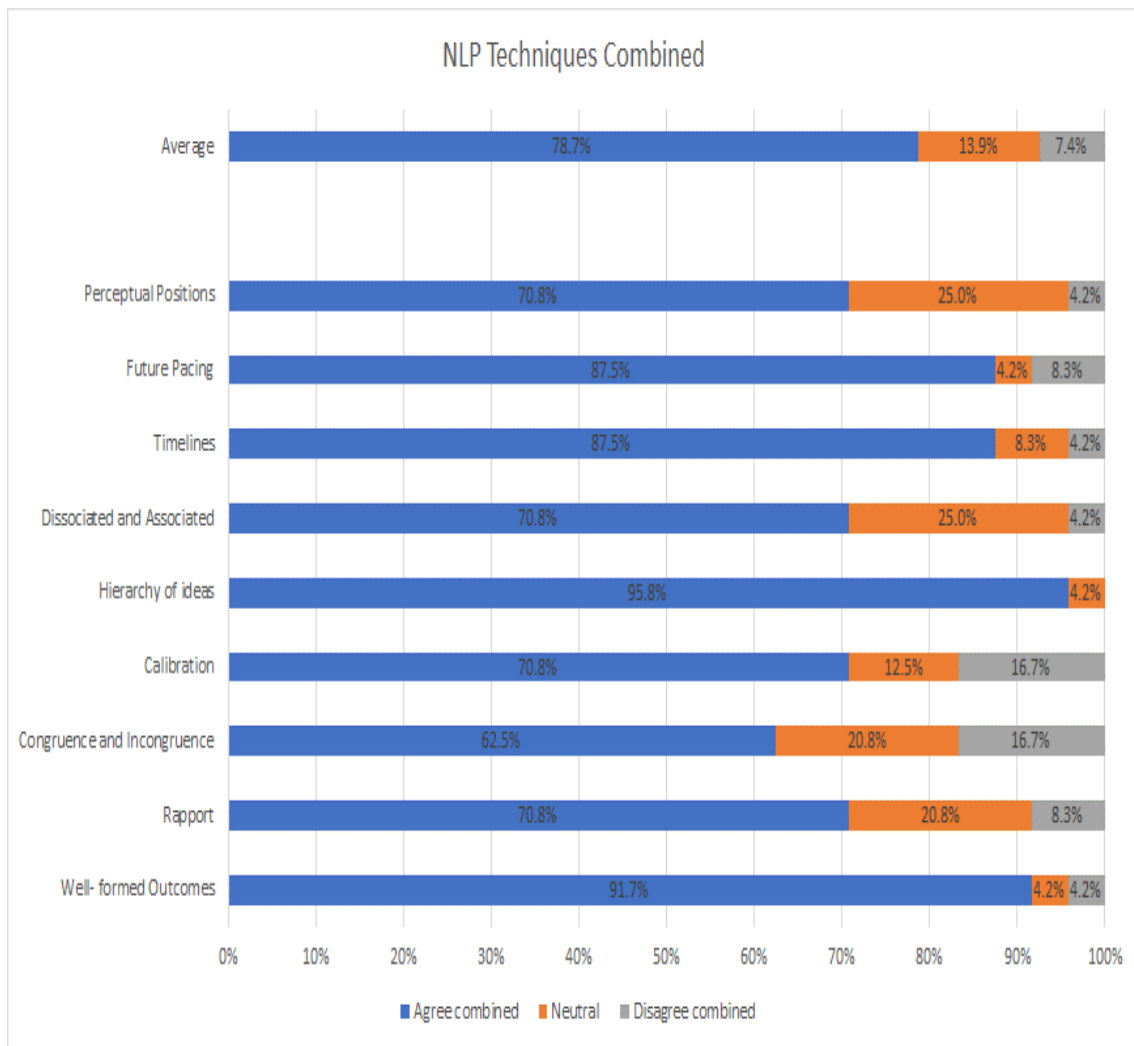
Frequency distribution table											
	Well- formed Outcomes	Rapport	Congruence and Incongruence	Calibration	Hierarchy of ideas	Dissociated and Associated	Timelines	Future Pacing	Perceptual Positions	Total	Average
Strongly Agree	9	5	8	7	7	7	10	5	6	64	7
Agree	13	12	7	10	16	10	11	16	11	106	12
Agree combined	22	17	15	17	23	17	21	21	17	170	19
Neutral	1	5	5	3	1	6	2	1	6	30	3
Disagree	1	1	3	3	0	1	1	2	0	12	1
Strongly Disagree	0	1	1	1	0	0	0	0	1	4	0
Disagree combined	1	2	4	4	0	1	1	2	1	16	2
Total	24	24	24	24	24	24	24	24	24	216	24

Table 2

Question 4: Neuro Linguistics Programming Techniques applied are effective in a remote work environment to address workplace challenges.											
Percentage distribution table											
	Well- formed Outcomes	Rapport	Congruence and Incongruence	Calibration	Hierarchy of ideas	Dissociated and Associated	Timelines	Future Pacing	Perceptual Positions	Total	Average
Strongly Agree	37.5%	20.8%	33.3%	29.2%	29.2%	29.2%	41.7%	20.8%	25.0%		29.6%
Agree	54.2%	50.0%	29.2%	41.7%	66.7%	41.7%	45.8%	66.7%	45.8%		49.1%
Agree combined	91.7%	70.8%	62.5%	70.8%	95.8%	70.8%	87.5%	87.5%	70.8%		78.7%
Neutral	4.2%	20.8%	20.8%	12.5%	4.2%	25.0%	8.3%	4.2%	25.0%		13.9%
Disagree	4.2%	4.2%	12.5%	12.5%	0.0%	4.2%	4.2%	8.3%	0.0%		5.6%
Strongly Disagree	0.0%	4.2%	4.2%	4.2%	0.0%	0.0%	0.0%	0.0%	4.2%		1.9%
Disagree combined	4.2%	8.3%	16.7%	16.7%	0.0%	4.2%	4.2%	8.3%	4.2%		7.4%
	100%	100%	100%	100%	100%	100%	100%	100%	100%		100%

The graph below displays the three categories of agree combined, neutral and disagree combined using Table 2: The percentage distribution table.

Chart 13



Analysis

The average of 19 (78.7%) is where participants have on average responded to NLP techniques being effective in a remote working environment of corporates to address workplace challenges, 2 (7.4%) is

where they disagree on average and 3 (13.9%) of participants on average were neutral.

The most popular selected technique where participants agreed and strongly agreed to their effectiveness was hierarchy of ideas coming in at 23 (95.8%). This NLP technique had no disagreeing responses. Well-formed outcomes came in second place at 22 (91.7%) and not far behind was timelines and future pacing at 21 (87.5%) of responses. Congruence and incongruence had the lowest responses at 15 (62.5%), however this techniques data set had a mode of 8 pertaining to the category strongly agree. The mode in the data set displayed in Table 1 for the agree category was 16 and in the strongly agree category this was 10. When combined the mode settled on a high of 23 for the category agree combined.

For the categories of disagree and strongly disagree, the two highest techniques where participants did not think that their application would be effective in a corporate environment was congruence and incongruence and calibration. Every strongly disagree response reflected in Tables 1 and 2 and one of the disagree responses were selected by one participant which accounts for 31.3% of the disagree combined category. The composition of the 7.4% can be attributable to a total of 5 participants responses out of the 24 participants. The mode in the data set for disagree was 3 and strongly disagree was 1. When combined the mode displayed a low 4 according to Table 1 for the category disagree combined.

Where participant were unsure of weather the NLP technique was effective or not, selected neutral. The highest responses in this category was attributable to dissociation and association and perceptual positions at 6 (25.0%). Congruence and incongruence and rapport showcased a 5 (20.8%) of responses. The mode in the data set according to Table 1 revealed a 6.

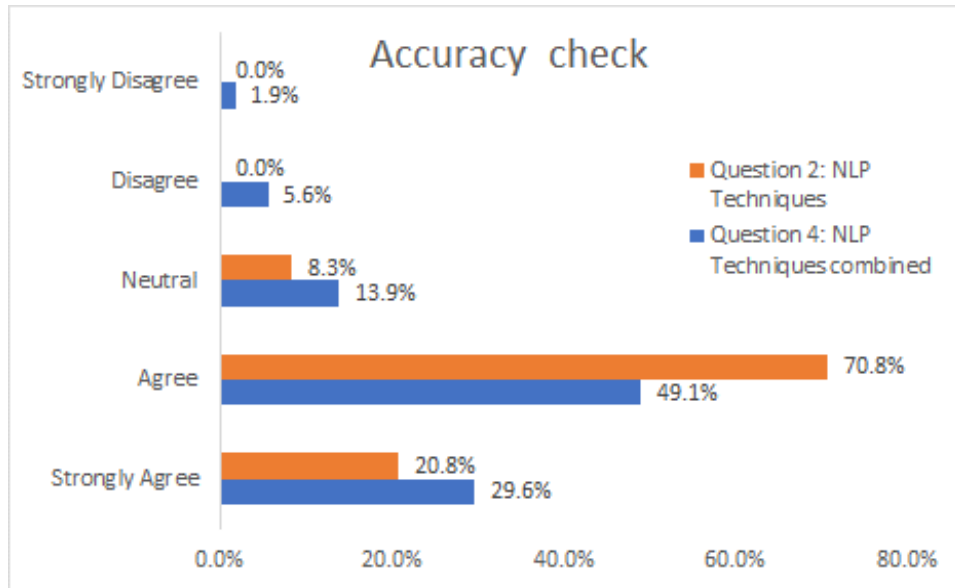
The mode of the average for the data set exhibiting the three categories agree and disagree combined and neutral as per Table 1 was 19 for the category agree combined.

To conclude with 19 (78.7%) average responses agreed that NLP techniques are effective in a remote working environment to address workplace challenges.

- **Accuracy check**

The graph below uses the combined results of the 9 NLP techniques average from Table 2. This is then displayed alongside the question 2 results in the bar graph for comparison.

Chart 14



Analysis:

Question 2 was designed to understand the extent of the effectiveness of NLP techniques in the remote work environment to address workplace challenges whilst question 4 aimed to realise the efficacy of the 9 NLP techniques applied in the remote work environment. This exercise attempts to compare these questions to assess for accuracy in establishing the effectiveness of NLP techniques in the remote working environment.

What one can visualise from the graph is that 1.9% and 5.6% of responses for strongly disagree and disagree respectively versus no responses in respect of question 2 where participants disagreed to NLP techniques being effective. 13.9% versus 8.3% were displayed as neutral. In the agree category, 49.1% of responses for NLP techniques combined in question 4 were lower than the 70.8% of responses in question 2, however 29.6% of response for the strongly agree category exceeded the 20.8% for the responses in question 2.

5. Discussion

The Research problem was defined as:

Workplace challenges arise in corporates and NLP techniques offer a solution to address these challenges. This research paper aims to ascertain the effectiveness of NLP techniques in addressing workplace challenges arising from the corporate environment.

Primary and secondary objectives were derived, and research questions were developed.

These were addressed by applying a qualitative approach through a literature review where NLP, its techniques and the corporate environment was understood as well as the current workplace challenges. This provided a base by describing the elements of the problem statement. The research then explored the effectiveness of NLP techniques in the corporate environment by ascertaining the efficacy of NLP techniques used through the literature review which documented various popular NLP techniques and verified their effectiveness in the corporate environment. Prior case studies were also reviewed and concluded with the fact that NLP techniques were effective in the corporate environment to address workplace challenges. In order to select the appropriate NLP technique for the effectiveness in the application of the NLP technique to experience a lasting effect, was verified by exploring the Neuro-Logical Levels Model.

A gap in the literature was identified where there was no research verifying the effectiveness of NLP techniques in a remote working environment. The gap in the literature was addressed and confirmed through a qualitative

study of 24 participants comprising of mostly actuaries and financial professionals who were trained on 9 NLP techniques which they applied in the remote working environment over a 2 week period and provided responses to a survey regarding the effectiveness of these techniques applied.

The research question and objective regarding the ease of use of the NLP techniques was addressed in question 3 of the survey. The results of the survey exhibited that 87.5% of the participants validated that the NLP techniques were not complicated and were easy to apply, however 12.5% did not agree or disagree. There were no responses where participants disagreed that the techniques were difficult to use. The positive response is further supported where Bandler (1985) stated that techniques were simple ways to change the sequence of our experiences and O'Connor & Seymour (1993) also indicated that they can be learned by anyone.

The research question and objective regarding the effectiveness of NLP techniques in a remote work environment to address workplace challenges in corporates was addressed in question 2 and question 4 of the survey. These questions were exercised with the intent to answer the research question and objective and were also used as part of an accuracy check. Question 2 results confirmed the effectiveness of NLP techniques in a remote work environment where the majority of responses were 91.7%. Only 2 (8.3%) participants selected neutral and there were no disagree or strongly disagree responses. The mode of the data set was a high of 17 for the category agree. Question 4 was then exercised, and an average was calculated from the 9 NLP techniques responses revealing 49.1% of agree responses; however combined with the strongly agree of 29.6% the true positive result reflected was a 78.7% which is more than two thirds of the responses. 13.9% selected neutral and 7.4% reflected disagree and

strongly disagree responses. The positive result supports and is aligned with the question 2 result which also had a positive response of 91.7%. The mode for each of the 9 NLP techniques settled on the category agree and one technique strongly agree. In question 2 the mode was also the agree category. One can therefore conclude that NLP techniques are effective in a remote working environment to address workplace challenges in corporates.

One of the participants freely sent a Team's chat message to inform the researcher as to why they selected a disagree for the technique's congruence and incongruence, rapport and calibration. The participant conveyed:

" Just some context, when I disagree on NLP, it relates largely that cameras are off which is a challenge".

The comment is valid in that the culture of the company has not indicated a requirement to have videos on in meetings however the company has recently started to encourage this practice and if people adopt the practice this may sway the thinking to an agree where NLP techniques that received a disagree response due to this reason.

Limitations to the study

The study attempted to validate the effectiveness of remote work in the corporate environment to address workplace challenges was conducted on one company and on a limited occupation consisting largely of actuaries and finance professionals. The study was also limited to the country of South Africa.

Recommendations

- Further studies in verifying the effectiveness of NLP techniques in a remote working environment of corporates should encompass other:
 - types of industries,
 - corporates,
 - occupations
 - and countries
- Further research is required to ascertain the effectiveness of NLP techniques in remote working environments of companies that are not corporates.

6. Conclusion

This research study aimed to ascertain the effectiveness of NLP techniques in the corporate environment to address workplace challenges. What was discovered from the qualitative analysis was that NLP techniques are easy to use and are effective in the corporate environment and can have a lasting effect when applying the Neuro-Logical levels model. The results also exhibited a positive response to the efficacy of NLP techniques in a remote working environment to address workplace challenges. This study proves to be a contribution to the field of NLP as there is no research linking the effectiveness of NLP techniques to the remote working environment of corporates.

Appendix

- Survey Questionnaire

NLP Techniques Effectiveness in Remote working

Please select the appropriate answers. Please note that individual responses will be anonymous.

Email *

Your email address _____

1. What area of specialty are you in?

- Actuarial
- Financial
- Other

2. Neuro Linguistics Programming Techniques applied are effective in a remote work environment to address workplace challenges.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree

3. Neuro Linguistics Programming Techniques are easy to use?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree

4. Neuro Linguistics Programming Techniques applied are effective in a remote work environment to address workplace challenges. *

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Well- formed Outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rapport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Congruence and Incongruence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Calibration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hierarchy of ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dissociated and Associated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Future Pacing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perceptual Positions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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