

Neuro-Linguistic Programming Techniques of Motivation

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Abstract

The specific techniques of Neuro-Linguistic Programming (international acronym: NLP) meet the managers, leaders and consultants halfway so that they can better understand the way in which employee qualities and methods of motivation, of boosting morale will be capitalized for engaging people in achieving goals. Most of the NLP advanced applications used in the business field usually refer to advanced linguistic models and superior observation tools that have the potential to explore deeper into the human subconscious, contributing to the programming process by creating new convictions and beliefs which will subsequently harmonize the individual with the internal environment of the organization. all these applications provide numerous means to cope with nonsense and real problems of current management, without which it would be very difficult, if not impossible to exist a management capable of ensuring an efficient conduct of activities and an optimal level of professional satisfaction.

Key words: sensory acuity, complex equivalentents, modeling, reflection, rapport

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1. Introduction

The aim of NLP techniques is not only to pursue everything that is part of the communication process, of verbal language (words), non-verbal language (mimicry, gestures, posture, atitudine, general aspect) and paraverbal language (tone of voice, rhythm and volume of speech), but also the optimal use of senses to better understand the world we live in. The objective of NLP techniques is to imitate the behavior, gestures, reactions and actions of an individual both for better communication and for directing that individual towards a certain behavior and to make certain decisions. However, NLP is not only a series of techniques; it is also a method of thinking, a vision based on curiosity, exploration and *creativity*. In the organizational management, these techniques are used to make the most effective use of the resources available to achieve, in full, the proposed activities and goals. Today, NLP techniques allow access to a higher level of consciousness and a broad perception of one's own person and of the environment in which we carry out our activities and relate (Table no. 1).

Table no. 1. Comparative analysis of NLP techniques

<i>Characteristics of ...</i>				
<u>... sensory acuity</u>	<u>... complex equivalence</u>	<u>... modeling</u>	<u>... mirroring</u>	<u>... rapport</u>
<i>Calm atmosphere</i>	<i>Calm atmosphere</i>	<i>Calm atmosphere</i>	<i>Calm atmosphere</i>	<i>Calm atmosphere</i>
–	–	<i>Trust</i>	<i>Trust</i>	<i>Trust</i>
–	–	<i>Non-verbal communication</i>	<i>Non-verbal communication</i>	<i>Non-verbal communication</i>
–	–	<i>Verbal communication</i>	<i>Verbal communication</i>	<i>Verbal communication</i>
<i>Sensory acuity</i>	<i>Sensory acuity</i>	<i>Sensory acuity</i>	–	–
<i>Matching behaviour</i>	<i>Matching behaviour</i>	<i>Matching behaviour</i>	<i>Matching behaviour</i>	<i>Matching behaviour</i>

<i>Characteristics of...</i>				
<u>... sensory acuity</u>	<u>... complex equivalence</u>	<u>... modeling</u>	<u>... mirroring</u>	<u>... rapport</u>
–	–	<i>Imitation</i>	<i>Imitation</i>	–
–	–	–	<i>Getting reactions</i>	<i>Getting reactions</i>
–	–	<i>Strong mental connection</i>	<i>Strong mental connection</i>	<i>Strong mental connection</i>

Source: adaptation after Iosif, C.M., 2013, p. 77.

2. Theoretical background: Sensory acuity

In NLP, *sensory acuity* is related to observation skills and means “to be aware of the world around us, of the senses, to make refined distinctions regarding the sensory information which we receive from the surrounding world” (Dilts, 2014, p. 255). The term *acuity* derives from the Latin word *acutus*, that means *cutting* or *sharp* and refers to the ability to make subtle distinctions regarding the information received from the surrounding world. *Sensory acuity* assumes the optimal use of the senses (visual, auditory, kinesthetic, olfactory) to be able to figure out what happens with us and the world around us, the development of this technique providing the possibility to better understand the types of people, another way of knowing the outside world, an increase in the quality of perception or consciousness. The development of *sensory acuity* ultimately leads to the improvement of the capacity to decode non-verbal signals that are transmitted unconsciously (Iosif, 2013, p. 74). Thus, it is possible to better perceive the transformations both within and outside the organization, observing the changes in the attitudes and behaviors of the employees.

Sensory acuity involves the combination of the perception level of a person and the environment in which that person exists, providing a set of indicators through which the level, depth and quality of non-verbal signals transmitted can be identified. The higher the level of this technique, the better the quality of the observations made. *Sensory acuity* is directly proportional to the sensitivity of the observer’s senses. Through the use of *sensory activity* complex equivalences of non-verbal language and their effects on human physiology are identified. In this way, the better *sensory acuity*, the more efficient is our communication with the others. On the one hand, verbal communication, non-verbal communication and *sensory acuity* have the role of achieving the synchronicity of various behaviors so that the feeling of confidence emanating from these actions is maximal, and on the other hand, the information contains as few redundant elements as possible, being related to the main data in the verbal and non-verbal communication. also, the use of this technique is a prerequisite for *motivating* employees.

3. Complex equivalence

A *complex equivalence* is “a linguistic distortion pattern where you make meaning of someone else’s behavior from the observable clues, without having direct corroborating evidence from the other person” (Dilts, 2014, p. 260). also, it is the process by which two statements are linked in such a way that one has the meaning of the other. *Complex equivalences* lead to the creation of two main categories of elements of an employee:

- *Values* (what is important for an individual in a certain context) – are what *motivates* us in life. all *motivational* strategies have a kinesthetic component (Dilts, R.B., 2014, p. 272).
- *Criterion* (NLP term used to define a value) – *values* or standards used by a person to make decisions and judgements (Dilts, 2014, p. 259).

Complex equivalence of a *value* leads to the basic experience by recombining the representational systems, thus indicating the process of *value* formation (Iosif, C.M., 2013, p. 74). The creeds related to causality and those relating to the world work on the basis of *values*. In NLP *creeds* are (Dilts, 2014, p. 259):

- *Carefully kept generalizations related to (1) the cause, (2) meaning and (3) the boundaries in (a) the world around us, (b) our behavior, (c) our capabilities / abilities, and (d) our identity. Creeds* work at a different level from the concrete reality and serve to guide and

interpret our perceptions of reality, often by connecting them to our criteria or systems of values. *Creeds* are notorious for being difficult to change by typical rules of logical or rational thinking.

- *The generalizations we make about causality, significance, ourselves, the others, behavior, identity, etc..* Our *creeds* are what we consider to be "true" at any moment. *Creeds* guide us in the perception and interpretation of reality. *Creeds* are very close to values. NLP includes some patterns to change *creeds*.

Once activated, our *creeds*, our various experiences in the professional and personal fields are either confirmed, or refuted. Since they imply characteristic experiences and feelings, *creeds* may conflict from a certain point of view. Based on certain elements (identification, use, the hierarchy of *criteria*, individual abilities, *values*, behaviour, context, the helicity of *complex equivalences*), by comparing the new beliefs with the already existing ones, one can reach both intense convictions and their change.

The use of *sensory activity* allows the identification and accessing of certain behavioral indices with which personal strategies are easier to decode, improving at the same time the communication process. On the one hand, through the use of the three sensory elements VaK (where V = visual, a = auditory, K = kinesthetic) in the main sensory system one can create or improve strategies that better meet environmental requirements. On the other hand, the impact of the main representational system on one person's own *maps* leads to the improvement of efficiency of that person's behavior (Iosif, 2013, p. 74-76).

4. Modeling

Modeling is a relevant technique especially for the integration of neurological functions (motor, sensory, balance, coordination and reflection) and of behaviour. It is the technique by which you can copy, transfer and adapt certain performance behaviors from a person with very good results to the persons with average results (Dilts, 2007, p. 126). It is the process by which a complex event is divided into a series of smaller events that can be easier used and interpreted (Iosif, 2013, p. 74-76). It is also (Dilts, 2007, p. 265):

- "the process by which the map of other people's successful behaviors is observed and made";
- "the process of observing and duplicating the successful actions or behaviors of other people";
- "the process of discerning between the succession of inner representations and the behaviors that make a person to succeed in accomplishing a certain task".

In his book "Steps to an Ecology of Mind", published in 1972, Bateson G. defines *modeling* as "a pattern, in fact, is definable as an aggregate of events or objects which will permit in some degree such guesses when the entire aggregate is not available for inspection." (Bateson, 1972, p. 407). However, as a technique, the *modeling* process consists in the following (Dilts, 2007, p. 33):

- fundamental units of differentiation and information pertinent to the operation of the larger assembly;
- the set of rules governing the fragmentation and classification of this information;
- knowledge of all rules of *redundancy* (types of information encoding) which are recognizable within the assembly;
- knowledge of the *feedback* properties of the assembly and assemblies that make it up of which it is a part.

The use of *modeling* technique frequently involves an examination of the characteristics, of the behaviour or even of the physical features of the employees with the aim that eventually they will become more efficient. In NLP, *modeling* means that any type of personality and behaviour an individual would have, they have a certain value and are an invitation for the others to find new perspectives for themselves, to discover themselves and think more about their own behavior, and increase their abilities in *metacognition* and reflection, thus getting feedback about themselves. Each individual develops his/her own behavior throughout his/ her life. The *modeling* technique helps him/her to learn how to use his/her abilities and skills as resources for individual

development. The more an individual knows itself / knows the others and is aware of its personal weaknesses and strengths, the better he can use them for an optimal development both for himself and for the others.

The *modeling* technique follows a certain format: *copying the behavior, encoding it and removing the elements that are redundant and transferring the copied behavior to the target person* (Iosif, 2013, p. 75). "Through the use of modeling, any model of a person can be copied, transferred and then customized according to the needs of each individual." (Iosif and Socaciu, 2009, p. 103). *Modeling* is based on the following elements: *uniqueness* (a person always makes the best choice for itself), *any problem has at least one solution* (we all have problems in our lives; the only difference is the unique way we solve them; flexibility in thinking makes it possible to find the optimal solution as quickly as possible) and *management of the necessary change* (each individual possesses within himself the resources necessary for his own change, evolution, liberation of the mind from the old paradigms and everything that is harmful to the thinking process).

The *modeling* technique implies strategic thinking, the systematic classification of strategies and identification of linguistic *markers* so as to cause the recreation of that individual's behaviour. Using linguistic markers, differentiations can be made within a person's linguistic structures, but they can also be used in a creative manner to achieve a particular objective. The main way of using these *markers* is given by the behaviour of each person. The more a person makes closer connections between his/her conceptual behaviors and the language he/she currently uses, the more the meanings granted to various situations, things, are larger and innovative. Thus, the way of establishing the connection between concept and language, on the one hand, and the assigned meaning lead to a certain state of control of perception. The efficient use of these linguistic *markers* involves, first of all, the possibility of their correct identification by constructions such as: "because", "if", "then", "when", "for", "so that" as well as of the cause-effect relationship including at least one term of comparison as a universal quantifier: "always", "never" (Iosif, 2013, p. 75-76).

The elements on which the *modeling* technique is based are: *internal processes* (are based on strategies and beliefs), *external behavior* (is based on physiological, neurological and behavioral elements) and *inner states* (which are based on one persons' emotions, moods and values). These three elements make up together the structure of the subjective experience. The information based on the internal processes of an individual determines the identification of the causes that generate the variability and differences in its behaviors and performance. The process is, however, both formal and systematic and justifies in a rigid manner the empirical evidence of personal sensory experience (Dilts, 2007, p. 34).

5. Reflection

Reflection is the technique through which "certain experiences can be activated or reactivated according to a certain context" (Dilts, 1996, p. 129) and symbolizes the matching of behavior/ language of two or more persons. This technique aims at the identification of various behavioral patterns of an individual, their analysis and transfer so as to confer a state of comfort, safety and reliability to the individual, elements that are necessary to achieve the objectives.

Reflection can be interpreted as the intermediate form of guidance by which the behavioral patterns of a person are obtained (Iosif, 2013, p. 72); it has two variants:

- *Natural reflection* – allows the imitation of the main indices of a person's behavior (body posture, language peculiarities, facial expression); through the use of this technique the position of the body, the way of speaking and manifesting are given in the rapport with the other person. The purpose is a rapid and efficient adaptation to the reality of that person, so that the rapport between the two persons can be generated and the person in question can be directed towards a certain objective (Iosif, 2013, p. 73).
- *Physical reflection* – is the form of a reaction to what happens to an individual, being considered by some authors as having a direct action on the team. This technique allows the creation of a strong mental connection between the people involved. Thus, If one of the team members does not feel at ease, the others will feel - automatically - the same. If

natural reflection refers only to that person's body, *physiscal reflection* brings further elements of non-verbal language elements which, when interpreted correctly, can provide those few pieces of information sufficient to tilt the balance in favor of that party (Iosif, 2013, p. 73). Through the use of this technique it is aimed to make mental connections between the parties involved in this process; if this succeeds, the people in question will share the same thoughts, feelings and beliefs, which will lead both to a decrease in the resistance in the communication process and to a better decoding of the nonverbal language used in the company of people with whom we resonate, people we can rely on.

Reflection generally reflects all life experiences, thoughts, feelings, actions and memories. They are the basis and force of motivation, thus bearing the beginning and the finality of the action. *Reflection* receives and sends out any changes in the transformations inside a person, even if they come with a slight delay (Iosif, 2013, p. 73). Through the use of this technique, certain subconscious behaviors that support both the individual and the working group in achieving goals can be reactivated.

6. Rapport

Rapport is defined as the state in which an individual is "in sync" with another individual (Bandler, 2008, p. 82), a feeling of being in-sync with someone else, the feeling of reciprocity, trust, created by pacing, reflection and matching; a state of empathy or of holding the second position (Dilts, 2014, p. 268) and is mainly based on non-verbal communication. Through the use of *rapport* within the process of communication, it is aimed to establish trust, harmony and cooperation in a relationship in order to achieve the objectives of the assumed mission. The *rapport technique* allows us to understand the way in which other persons perceive the world and how these persons process and select the information.

Through the use of *rapport* one can identify the main directions of action of an individual, but can also modify *language, accent and posture* – verbal and non-verbal communication elements (Bandler and La Valle, 2005, p. 63). Therefore, in the use of the *rapport*, it provides information on both the individual's belief and values system and the way in which that individual use it according to a specific behavior. also, through the use of this technique, individual behavior changes depending on *the beliefs and values* used in the *rapport*. The higher number of behaviors wherefrom one can choose, the easier it is to find common points between those individuals and to make the *rapport* between them easier. as a result of a poor *rapport*, the communication process remains unoptimized and does not lead to the expected results (Iosif, 2013, p. 72). On the one hand, the use of *rapport* at the level of each individual determines the optimization of behavior according to certain factors from the internal environment, and on the other hand, the use of this in the relationships between people leads to an increase in *motivation* depending on the factors that determine the dynamics of the organizational environment, as well as on the behaviors used.

The use of *rapport* can be considered a productive action for the individuals involved in this technique because it leads to the achievement of the objectives established, especially by using the same technique by the persons involved in the *rapport*. Through the use of *rapport* at individual level, personal resistances that can block the communication process and the process of transmitting non-verbal information are overcome. The more flexible the behavior and thinking of a person, the easier will be to build the *rapport* and that will lead to a faster and easier understanding of others (Iosif, 2013, p. 72), which is achieved by learning the common elements of those involved in the communication process or in the exchange of information. The use of this technique offers the possibility of correlating the behaviors of the persons involved, organizational development and employee *motivation*.

7. Conclusions

NLP specific techniques meet the managers, leaders and consultants halfway so that they can better understand the way in which employee qualities and methods of motivation, of boosting morale will be capitalized for engaging people in achieving goals. Most of the NLP advanced applications used in the business field usually refer to advanced linguistic models and superior observation tools that have the potential to explore deeper into the human subconscious, contributing to the programming process by creating new convictions and beliefs which will subsequently harmonize the individual with the internal environment of the organization. all these applications provide numerous means to cope with nonsense and real problems of current management, without which it would be very difficult, if not impossible to exist a management capable of ensuring an efficient conduct of activities and an optimal level of professional satisfaction.

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