Exhibiting Leadership with Neuro Linguistic Programming (NLP)

Gautami Chattopadhyay

Freelance Trainer, NLP Practitioner &PhD-Scholar (Management/Humanities and Social Science) Techno India University, India

Abstract—*Leadership is a word that has been defined in many ways. Where there is existence there is leadership. That's because leadership is much more of mindset or way of thinking than only a title. Leaders set direction, build an inspiring vision, and is innovative by nature. Leadership is about mapping out where you need to go to "win" as a team or as an organization; and it is dynamic, exciting, and truly inspiring. Neuro Linguistic Programming (NLP) explores the inner workings of the human mind like how we think how we develop our desired outcome, goals and fears and how we motivate ourselves, make connections, and give meaning to our experiences. Overall, NLP offers a structured, systematic approach along with reliable techniques for dealing with the most challenging aspects of managing people. At the core of leadership there are two dynamics which needs focus that is impact and responsibility. Furthermore, no individual is born leader, leaders are created with training, learned skills, and defined behavioral aspects. Research from Harvard and Stanford found that only 15% of career advancement relates to technical skills and knowledge and rest 85% account for people skills. The development of leadership by incorporating NLP, may serve as an additional guideline to measure the elements of organizational success with better performance. Learning good leadership skills involve a combination of theory and activities fostering developmental feedback, action learning, and mentoring. The benefits of NLP include motivating employees, managing conflict, managing emotional states, communicating effectively, building trust, increasing productivity and aligning visions and better flexibility. The purpose of this paper is to explore NLP as a tool to create better leadership capability.*

Keywords: *Leadership, Neuro Linguistic Programming, Behaviour of individual.*

"Great communicators and leaders ignite the hearts and minds of their listeners."

1. INTRODUCTION

Leadership development depicts any kind of activity that enhances the quality of the individual in the form of leader within self or an organization. Currently organizations have started differentiating leader development and developing leadership. While leader development look towards advancement personal attributes, leadership travels beyond this and include interpersonal relationships, social influence process, team dynamics, by keeping the perception of organizational climate and social network. Presently, Management thinkers argue that organizations are not getting their money's worth with classroom efforts only and that in addition focus should be given on real issues like understanding dynamics which calls for sustained efforts to reflect and grow leadership internally. NLP is built upon a systematic approach to understanding the filtering process, the nature of the filters – which may include beliefs, values, past experiences and languages – and the extent to which the resulting map of the world is effective. An effective map of the world is one that supports the achievement of your goals. NLP techniques include state management, learning behavioural pattern and changes of beliefs. Behaviour includes verbal and non-verbal language, voice tone and physical action.

NLP is made up of three parts:
- 'Neuro' is how we think and feel.
- 'Linguistic' what we say, how we say it and how we are influenced by what we hear.
- 'Programming' is how we act to achieve our results.

NLP helps us to understand what leaders do and how they get their results, so as to analyze parts that suits best and that fit in with values and beliefs. Leaders learn from these to achieve desired goals. NLP may help to enhance leadership development. It also gives practical ways of evaluating those skills, not an intellectual appreciation of how nice the skills would be to have or how great they are in other people. NLP is a valuable guide on the leader's journey.

The process of modeling were first developed by Richard Bandler and John Grinder at the University of Santa Cruz in the mid-1970s, and although much has changed in NLP over the years the fundamental principle of finding out the 'difference that makes a difference' between people who are just good at what they do and people who excel remains the same. There are a number of projects in university departments throughout the world – particularly at the University of Surrey in the UK where NLP is being applied as a formal research methodology by Paul Tosey and Jane Mathison.

NLP approaches can be said to fit into four categories which provides helpful measures in leadership development:

- Outcomes– strategies for self-motivation and the motivation of others.
- Rapport– approaches for building rapport and influencing others that support notions of social intelligence (as discussed by Daniel Goleman).
- Flexibility– techniques for enhancing flexibility and awareness of others.
- Influential language– language models derived from psychotherapists' communication skills (including, but not exclusively, hypnosis), much of which is now a standard part of sales and presentation skills training in business and industry.

Good leaders are ethical, responsible and effective. Ethical because leadership connects you to others through shared values. Responsible because leadership means self-development and not simply commanding in nature, however charismatically, to get others to do what you want. Effective because shared values and goals give the strongest motivation for getting tasks done. This leadership will bring you closer to people and give you the greatest chance of success. There are models of excellence in Leaders like Swami Vivekananda, Mahatma Gandhi, Mother Teresa who inspired ethical qualities with their action and emotion. Corporate world is taking ventures in providing inputs in the form of training, coaching, action learning and self development of individual.

Neuro Linguistic Programming sets to match the three attributes of a leader-

1. Self-skills: lead by example and develop your vision.
2. Relational skills: to influence and persuade others to accompany you, to develop others as leaders and build excellent teams.
3. Strategic thinking skills: to understand the situation so that you can take a long-term view

Reflecting on a story sites a better overview on the point that - there is power in leading by example which is crucial source of learning to empower self.

A legend of a French Monastery known throughout Europe for the exceptional leadership as Brother Leo. Several monks took a pilgrimage to visit this extraordinary leader to learn from him. Starting out on the pilgrimage they almost immediately begin to argue over who should do certain chores.

On the third day of their journey they met another monk also going to the monastery; he joined them. This monk never bickered about doing chores and did them dutifully. And when the others would fight about which chores to do, he would simply volunteer to do them himself. On the last day of their

journey, others began to follow his example and the bickering stopped.

When the monks reached the monastery they asked to see Brother Leo. The man who greeted them laughed. "But our brother is among you!" And he pointed to the fellow that had joined them.

The best leaders lead because they care about people. And those are the types of leaders that lead like Brother Leo. They teach through their actions, not by words alone. They are servants, not commanders.

Good relationships are built on respect and trust it is not necessarily based on authority. A leader embraces the act of service as described by Robert Greenleaf in his concept of "servant leadership."The effective leader serves others engaged in the enterprise, not in any sense of inferiority, but as one who visualizes on right action to empower team work. Through the willingness to serve each other realization of combined efforts or synergy occurs for the benefit of greater accomplishment.

Knowing about NLP techniques may help individual to emerge as more confident and experienced person when their chance to take charge arrives. The expression of NLP at work involves the understanding that each person has their own intrinsic motivations and desires to be involved in activities that give greater meaning to development. Learning about NLP will make leaders responsible to create nurturing relationships that will support a positive use of power and substantial use of passion. It will further bring an environment of interconnectedness and trust. Which mean that, NLP is an interpersonal communication model and an alternative approach to building rapport based on the subjective study of language, and personal change! Therefore it can only influence you, they way you communicate and thereby your leadership process. The value based leadership is always inclined with clarity powered by moral standards which NLP may restore.

Successful Leadership Style may have these characteristics
- Others choose to follow.
- Lends vision for the future
- Render inspiration
- Appreciate others
- Live with values and is ethical
- Lead with example
- Focus on continuous improvement
- Provide opportunities for people to grow.
- Act with compassion.

Following the points mentioned we may derive that leaders are able manage complexities and interests of multiple stakeholders.

The 4-V Model of Ethical Leadership is a framework that synergizes the internal (beliefs and values) with the external (behaviours and actions) to attain common good. The model was created by Centre founder Dr. Bill Grace based on his formal leadership research and personal passions around faith and ethics. At the Centre for ethical leadership we observe that people who want to become leaders to make a difference need to inculcate an inner journey of integrity and make an outer commitment to the common good. NLP fosters to the leadership development approach. Individuals discover and claim their core values, develop a vision for how the society in a greater sphere could be changed for better. They also find their personal voice for expressing their vision. After this they move to an outer commitment of living and behaving in such manner which serve community and proceed towards the common good. The ultimate purpose of leadership is to form a future that enables all members of society to fulfill their needs, dreams and potentials. NLP identifies ways of exhibiting leadership style to emerge influence by modeling excellence.
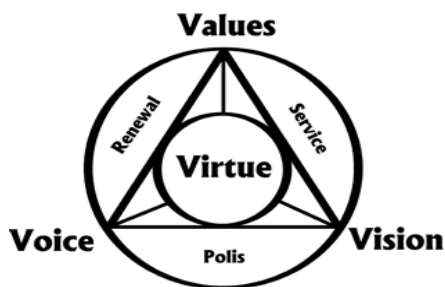
The essential component of leadership is now ethical regulations and norms. In organizational communication, growth and excellence along with ethics plays a pivotal role for leaders. Business leaders go for those decisions which not only benefits them but others too. NLP provide leaders to make known their values and their ethics and preach them in their style of leadership and actions. This is one of the reasons that today the predominant patterns of NLP, the application of those patterns, and many variants of NLP are found in many leadership seminars.

2. CONCLUSION

Every individual potentially is a leader and to find a leader within self, and nurture qualities need to recognize them. In a state of crisis, people look for someone to follow. NLP explores with this question, are you follower or a leader? It further recreates this notion that "Great leaders are also great followers. And these leaders first learn to lead themselves". NLP is an approach which may feed this process of understanding communication that is used extensively in business, coaching, selling and managing human resources. It provides new insights into how people interact, and the motivations that drive behaviour. Understanding about the powers of language to influence and effect change can give people greater choice and flexibility in their personal and professional lives. So, learning NLP may develop people's influencing and communication skills and an inner sense of valuing norms/ethics.

The conclusion has to be, that the success of a leaders goes beyond having good employees, products and services, knowledge of those products and services, and knowledge of leadership methods and techniques. The success of excellent leaders goes beyond having good employees, products and services, knowledge of those products and services, and knowledge of leadership techniques. Excellent leaders literally see the world differently they have a different mindset.

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