


Chapter 13

Application of Neuro–Linguistic Programming Techniques in Organizational Leadership

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ABSTRACT

The first objective of the paper is to explain Neuro-Linguistic Programming in the organizational context. The second objective is to find out the various applications of NLP in organizational leadership. The study reviews the selected literature from 1970 to date. A total of 74 studies were selected in the first wave then the most relevant research papers among them were selected for a thorough review. Along with this, four articles from ‘HBR’s 10 Must Reads On Leadership’ and three books on NLP were also studied for a deeper understanding of leadership and NLP techniques. The findings of the study state that there are many applications of NLP in organizational leadership. It is used for goal setting and managing groups and teams. It is also helpful in motivating and stimulating employees. Various NLP techniques

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make communication, negotiation, and other related aspects better. The findings of this paper can be beneficial for leaders in various professional and academic organizations and institutions.

INTRODUCTION

The rapid pace of change that organizations face today has prompted more adaptable and flexible leadership. Adaptive leaders function better in quickly changing contexts by assisting followers in understanding the meaning of the issues they face and then responding appropriately to problems (Bass, Avolio, Jung, Berson, 2003). Substantial changes have become crucial to exist and adjust to the new environment. More complexity necessitates more leadership. Many people can play important leadership positions in business with careful selection, nurturing, and development. (Kotter, 2011). Technology changes business practices in organizations, just as it has in other industries. A few organizations are already employing the approaches to create spectacular bottom-line profits, and it becomes necessary to develop entirely new training philosophies (Alder, 1994). A significant and promising advance was made in the United States: creating NLP (Georges, 1996). It is now used widely by change agents or leaders in different industries, and it is noticed and accepted by professionals, especially in health and social care, at a fast pace.

NLP is a perpetual process and not simply a one-time activity (Frankovsk, Birknerov, Štefko, & Benkov, 2019). It has been applied by international brands like IBM, McDonald's, NASA, and US Army (Passmore & Rowson, 2019). It is frequently used as an effective interpersonal communication model in the corporate world. The significant leadership and HR functional areas like communication and negotiation, creativity, and stress management found NLP effective (Singh & Abraham, 2010). It now looks pretty influential in management training (Heap, 2008). The effectiveness of NLP in recruitment is optimistic since it understands thinking patterns and motivates values through meta-programming (Singh & Abraham, 2010). Advertising and qualitative and quantitative marketing research is also not untouched by it (Nancarrow et al., 1996). Different NLP techniques leverage employees and their work and keep them informed and excited (Singh & Abraham, 2010). In leadership, NLP or sections of it can be used in many functions. The restrictions are in the users' minds (Yemm, 2006). In a mainly over-communicated world, practicing managers and leaders must adopt new approaches to improve their effectiveness. NLP is an ideal toolkit in the HR and OD fields (Wake, 2011). Many claims are made in NLP, but care should also be taken while learning and implementing it (Kotera, 2018). Organizations should help leaders get the skills by providing them the opportunity to achieve excellence (Hejase, 2016).

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