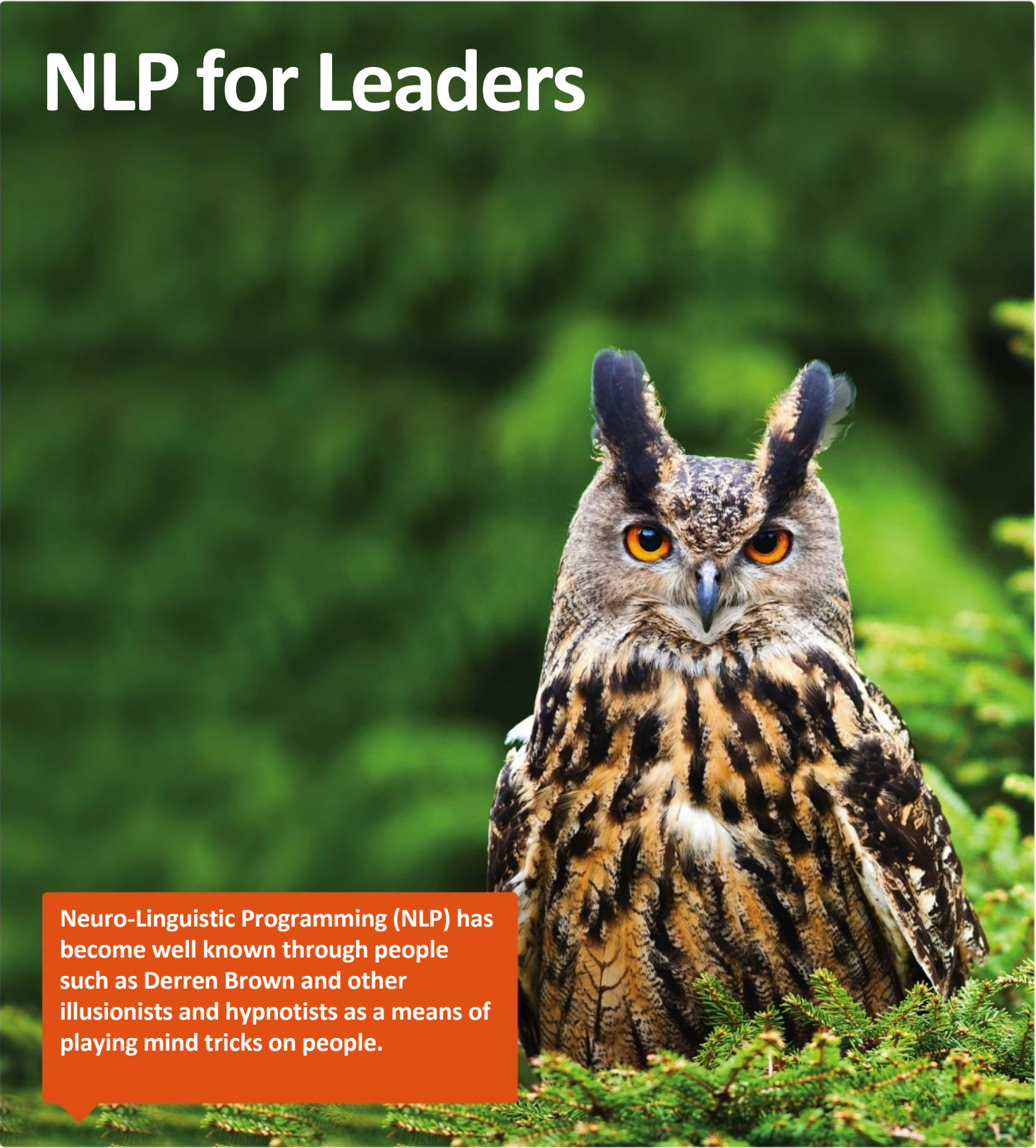


NLP for Leaders



Neuro-Linguistic Programming (NLP) has become well known through people such as Derren Brown and other illusionists and hypnotists as a means of playing mind tricks on people.



CIPS members can record one CPD hour for reading a CIPS Knowledge download that displays a CIPS CPD icon.

Neuro-Linguistic Programming (NLP) has become well known through people such as Derren Brown and other illusionists and hypnotists as a means of playing mind tricks on people. Its origins however, were a result of Richard Bandler (a psychotherapist and mathematician) and John Grinder (a linguistics expert) working in the 1970's looking into the question of how leaders got the results that they did. They discovered that the patterns of behaviour, beliefs, etc. could be modelled and reproduced to get similarly good results. Adolph Hitler and Martin Luther-King, although having extremely different intentions, used a similar approach with which to appeal and lead a large crowd. Such people spurred research into this area.

How do you become a successful leader?

NLP is the combined skills and techniques gained through modelling effective behaviours which are often required when influencing people and getting them to buy into your message. 'Neuro' relates to how we use our mind, 'Linguistic', is the verbal and non-verbal language we use, and 'Programming' our patterns of thinking and behaviour. The techniques can help you to:

- Develop your communications skills;
- Set convincing goals;
- Acquire an increased self-awareness and awareness of others;
- Gain an increased ability to influence and motivate others;
- Better manage your performance and the performance of others

These techniques are used more and more in the business environment; Emotional Intelligence for instance is commonplace in negotiation training, and NLP is used more and more in leadership coaching. This article will look at the principles behind NLP and how a greater understanding of them can help to develop leadership skill sets.

NLP Principles

The way you see the world

Based on individual experiences and values, we all have our own view or perception of the world. This is important when working with other people as we need to be aware that others do not necessarily think in the same way we do. It is important to understand how and what people are thinking rather than just assuming what they are thinking when we are selling ideas, as we need to ensure they see things in the same way as we do.

Respect others viewpoints

By being aware that we all have a different view of the world, it is important to ensure that our message is being interpreted in the right way. We can not assume that people will see things from our own particular viewpoint, in fact it's far safer to assume that they won't have the same interpretation. The most effective communicators have a highly tuned grasp of understanding and interpretation of viewpoints.

Learn from mistakes

Constructive feedback on what went right and wrong will provides constant learning opportunities. Doing the same thing time after time will only produce the same results –good or bad. Phrases like 'we've always done things this way', 'that's not the way we usually operate' or 'they have never taken us seriously' are common examples of replicating ineffective behaviour and in consequence, wondering why nothing has changed.

Anything you can do, I can do better

Our own self-belief is often the very thing that holds us back. Saying 'I can't' often translates to 'I don't think I can'. If this is based on previous attempts being failures, try a new (different) way of doing things.

Say what you mean and mean what you say

Congruence is one of the key factors in NLP techniques; people will be able to pick up (either consciously or unconsciously) if your spoken words say one thing, and your body language gives a different message. Managers that 'talk to the talk' and 'walk the talk' are often more successful in influencing and leading teams. Take 100% responsibility for your communication and how others interpret it. Is it other people's fault that they have misinterpreted your messages?

Take charge of your mind

Recognise that you have a choice in the way you react to people and situations. We often cannot change an event, but the way we react to it will produce different outcomes.

Event + Reaction = Outcome

You may argue that this is not always the case. What if someone has a gun to my head? You can struggle and try to escape, you could try and reason and negotiate with the gunman or you can do nothing and see what happens. You always have a choice.

It's my way or the highway

Rather than expecting people around you to change look at how you can adapt to achieve the same results. A flexible approach can develop relationships and provide a platform for increased influence and control. Gandhi once said 'you must be the change you want to see in the world.'

Positive intention

An intention behind someone's behaviour can often be confused. We look for the intent in people when they speak and through their body language to help build a better understanding of their world so that we can build a better rapport and improved communication with them. Think about a time when you said or did something without intending to, that upset or confused someone. You knowingly or subconsciously created this confusion either through your body language or your use of language.

If at first you don't succeed...

Repeating behaviour that has failed in the past will only re-create more failure. If something isn't working then fix it. If you are not getting your message across then find another message or another way of portraying it. It may be that you haven't understood your audience's viewpoint or how they view the world, or your body language is not matching your words.

Summary

By building a better understanding of these basic NLP principals, we as P&SM professionals can start to influence and lead our organisations. We may better understand why we have had trouble influencing and getting involved with areas such as Marketing, HR and Finance and start to better understand their viewpoint. When selling the benefits of the P&SM function to the business it is clear that one solution does not fit all. A clear message is required, but a collection of delivery methods and specific selling points also need to be customised

depending on the audience. A change of mindset, thinking and understanding is required so act now and start seeing the results!

CIPS Group Easton House, Easton on the Hill, Stamford, Lincolnshire, PE9 3NZ, United Kingdom
T +44 (0)1780 756777 F +44 (0)1780 751610 E info@cips.org

CIPS Africa Ground Floor, Building B, 48 Sovereign Drive, Route 21 Corporate Park, Irene X30, Centurion, Pretoria, South Africa
T +27 (0)12 345 6177 F +27 (0)12 345 3309 E infosasa@cips.org.za

CIPS Australasia Level 8, 520 Collins Street, Melbourne, Victoria 3000, Australia
T 1300 765 142/+61 (0)3 9629 6000 F 1300 765 143/+61 (0)3 9620 5488 E info@cipsa.com.au

CIPS Middle East & North Africa Office 1703, The Fairmont Hotel, Sheikh Zayed Road, PO Box 49042, Dubai, United Arab Emirates
T +971 (0)4 327 7348 F +971 (0)4 332 5541 E mena.enquiries@cips.org



*Printed on stock containing
50% post consumer
recycled content*

www.cips.org

CIPS™ is a registered trademark of the
Chartered Institute of Purchasing & Supply