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**Improving Leadership Skills by Using Neuro Linguistic Programming (NLP)**

Master's Thesis in Inter-  
national Business

**VAASA 2017**

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**· ABBREVIATIONS**

NLP	Neuro Linguistic Programming
PS	Present State
DS	Desired State



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<b>Degree:</b>	Master of Science in Economics and Business Administration
<b>Master's Programme:</b>	Master of International Business (MIB)
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<b>Year of entering the University:</b>	2012
<b>Year of completing the thesis:</b>	2017
<b>Number of pages:</b>	116

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**ABSTRACT:**

The purpose of this thesis is developing leadership skills to leaders, managers, teachers, and followers by using Neuro-Linguistic Programming. The leaders have many challenges when they lead their teams. These problems are communicating with others, building trust with their teams, and establishing rapport with their followers. NLP has many techniques such as anchoring, mirroring, and some skills like feedback, affinity, and coaching which can improve and develop the relationship and communication between the leaders and their followers. This paper relies on qualitative research because it provides human experience, actions, and feelings. In addition to, it gives a chance to analyze the data in depth. My master thesis relies on original interviews and secondary interviews. Furthermore, the initial interviews are done by emails because of lack time to NLP coaches. The findings proved that NLP could enhance leadership skills as follow: Model can help the people to model top leaders. Model is different from copying. The person can select the suitable technique from the model leaders. On another hand, the people take every method by copying even if it doesn't fit his personality. Rapport helps managers to have a high channel of communicating with their teams. Feedback is beneficial for leaders and followers as well. The boss needs input from his teamwork as he gives feedback to them. We can summarize that NLP helps the leaders, managers, and teachers to improve and develop their skills regarding their relationship way with their teamwork and their influencing on them. NLP enhances the communicating way between followers and their boss via rapport, model, and feedback.

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**KEYWORDS:** NLP and Leadership.



## 1. INTRODUCTION:

Leadership is the group of ways and skills, which can the person, use it to influence on the other to achieve the desired outcome. It is a process that leader follow it to affect the group of people to implement a common goal. There are differences between theories of leadership, and the development happened from method to another.

NLP refers to three words, which are Neuro-Linguistic Programming. (Smart 2006.)  
 Neuro: Relates to the neurological system; how you use your five senses. Both experiences the outside world and to create your internal world by remembering and imagining. Your conscious and unconscious thought process activates your nervous system which influences your physiology (movements, breathing and so on), how you feel, and what you say and do.

Linguistically refers to (Verbal and non-verbal) we use which codes, orders and gives meaning to our experience. It is an expression of „how we are“ and „how we think and communicate“ our experience. How the people use language to make sense of their experiences, to talk to themselves and to communicate with others. Programming refers to how the people code or mentally represent experience. Our programming of our internal processes and strategies (thinking patterns) that we use to solve problems, evaluate, learn, and get results. (Knight 2002: 2&3; Cooper 2008: 11; Chellamani: 2012.)NLP shows people how to recode their experiences and organize their internal programming so they can get the outcomes they want. (Pishghadam & Shayesteh& Shapoort: 2011.)

Other Definitions of NLP, which focuses on NLP's strength as following: NLP is the art and science of connection and communication. It can define as the key to successful communication and a set of powerful influencing strategies. In addition to, NLP is a communication model relied on working with patterns of thinking, language, and behavior. Furthermore, NLP is a behavioral model of outstanding talent. There is other definitions focus on achieving goals: Like NLP is an attitude and behavior of mind and skills and techniques for designing and generating the future (Andreas & Faulkner & Gerling & Hallbom & McDonald & Schmidt & Smith1994: 27; Cooper 2008: 11)

The NLP is necessary to develop and improve the skills of talented leaders and managers in organizations. You can convert any boss to become a perfect leader by using NLP. The Objectives are to develop a skilled leader. They turn the boss or manager to become a leader and how the NLP can effect improvement and development of leadership. This study will show the different theories of leadership, the relationship between the leader and his followers, various types of followers, NLP and Development of leadership by using NLP.

### **1.1. The justification for the project:**

NLP is unique in the field of human functioning, which is aimed at personal development. It is about how people do things, think, process information and behave. It shows us how to develop dormant resources. (Cheal: 2008.) It helps us to discover how to attain personal and professional goals through creating a compelling life purpose.( It shows; how to face all kinds of difficulties; how to know ourselves better; how to proceed to challenge ourselves as appropriate and how to uncover our essential value as a human being. NLP can be used readily to help people discover, change or transform what is holding them back. (Borg & Freytag: 2010.)

### **1.2. Purpose/research question and objectives of the study:**

Purpose: Through NLP, education leaders can learn to change negative beliefs about themselves and the unconscious behaviors and habits that limit success and better understand their potential to achieve.

Research question (Q): How can NLP improve leadership skills?

### **1.3. Objectives:**

- Using NLP to develop the leaders and managers in business
- Using NLP techniques to improve the communication between leader and followers
- Using NLP to develop Leadership skills.

### **1.4. Delimitations (scope) of the study:**

NLP helps people who are looking forward to excellence through changing their behaviors, feelings, and beliefs, which may have resulted from negative work-life experiences. Altering harmful habits, tastes and interpretations help them improve their speaking, learning, feeling and acting. (Ahmad: 2013.) NLP helps us generate our sense of direction; of harnessing the resources, which we have in our nature. One of the best techniques in NLP is modeling which refers setting a person who is the best in his field as a role model. There are three types of Modelling: First, Meta Model "modeled from Virginia Stair and Fritz Perl's and refined using ideas from Chomsky's Transformational Grammar, the second model was representational system and the third was the Milton model (modeled from Milton Erickson "(O'Connor:2002.) A model could work, but it sometimes could not. When it works, it allows someone to get the same results as the person he is following. In Fact, the person can't get the same results because people are different regarding conditions, behaviors, beliefs, and situations. Each learner will learn the elements of this model in his terms.



## 2. NEURO-LINGUISTIC PROGRAMMING

The experience does not stand on the external behavior, but it is going to something called a black box. The neuro linguistic programming includes many techniques such as the reason and results for personal experience. That is called as the behavioral entrance is based on studies of movements, time and ways, which can be applied in natural sciences. The neuro linguistic programming studies the behaviors of people as individual cases, not as human strain. All of the people are different in touching, hearing, and seeing the same thing. The Neuro-linguistic programming is like Snow Mountain, so it explains the inner side of human as well as and the outer side from human and the neuro-linguistic programming helps us to understand our experience are different from one to another.

The people do not deal with external effects to make an experience, but in Neuro Linguistic programming, they deal with their memories and remember some experiences from the past. Neuro-linguistic programming helps the people to remember the last experience and can make new experience by remove or add one new information and immigrate what is the result in our memory. The neuro-linguistic program starts to help the person by knowing himself/herself and know the others.

The people can generate own experience instead of dealing with the reaction to external conditions or last experiments. That will help anyone to control more his/her life and future. If someone knows himself/herself and his/her abilities very well, he/she will understand other people very well. He/she can accept the different behaviors from other people in the beginning. After that, he can start to compare these different behaviors and establish mind maps, and then he can use these maps in a new experience. In this way, anyone can develop and improve his skills. (Heather & Alder1999:15-18.)

It is tough to find a definition of NLP, which can define all techniques and application for NLP. (Torey and Matheson 2010: 319.) NLP as a term can be defined by many different fields, not by one field. (Lazarus 2010:10; Skinner & Stephens 2003:179.)

## 2.1 The background of NLP

Richard Bandler and John grinder created NLP for the first time in 1970. (Jansiki2010:4; Tosey & Mathison & Michelli 2005:143.) They founded at the University of California, Santa Cruz and Richard Bandler, a mathematics student, and John Grinder, a professor of linguistics.(Thompson & Courtney & Dickson2002:292.)NLP is Neuro-linguistic Programming; Neuro refers to our neurological system, how we can use our five senses, how we experience our outside world and how we generate our internal world by remembering and imagining and how we process information from our fives sense via our brain and nervous system. (Cooper2008:11.) NLP is for changing and the providing of performance and fulfillment. (O'Connor: 2001.)

## 2.2. The definition of NLP:

Neuro-linguistic programming teaches us how we communicate with ourselves and the people around us. (Hall&Linder-Pelz2007:1; Smart2006.) NLP gives a great view of neuro which in charge of internal representation, linguistic which in charge of communication, and programming which refers to our brain. (Kong: 2012.) On the other hand, NLP doesn't have a direct relation to neurosciences or computer programming. NLP improve and develop the people and motivate them to understand and work with each other. (Singh, Abraham2008:139.) NLP focuses on the excellence of successful people and teaches it for us. (Andreas, Faulkner: 1994.)

Neuro relates to our neurology system which includes our five senses. Neuro is in charge of how the people taste, touch, see, hear, and smell the things round themselves.(Andreas, Faulkner1994:26.) Neuro refers to how the person uses the neurology system to get experience from the people and things around him or her and generate his internal representation. (Cooper2008:11.) Neuro effects on the emotions, psychology, and behavior of the people. (Ready, Burton 2010:10.)

Linguistic refers to our language how the people use language and communicate with themselves. (Lavan2002:182.) The language is divide into two languages are inner language and outer language. The outer language contains speaking represent seven % of

our language. The inner language, which contains body language, and facial expression. According to George Armitage Miller, said speaking is only seven% from our communication. The linguistic refers to how we use our language via words, different sentences and body movements and facial expressions. Richard Bundler and John grinder took this term and some uses of NLP from experts in linguistics such as Alfred Korzybski. (Yemm 2006:13; Kong: 2012.)

Programming refers to refers to our ideas, senses, behaviors that come from our experiences and traditions which effect on our communications. Programming came from many sources are parents, friends, teachers, and media. If the programming is changed, the linguistic will be changed as well as our neuro system will act differently. (Kong: 2012.)

### **2.3. NLP Presuppositions**

"The map isn't territory"(Cooper2008: 38; Dilts1999:11.) The meaning of territory is the reality which expresses what happens and which exists. (Ashok & Santhakumar2002:263.) This expression appeared for first time in Science and Sanity by Polish Mathematician called Korzybski. He referred to the fact which the people test the world by their seeing, hearing, touching, tasting and smelling. This, which called territory. Then people take this "phenomenon external" and convert it to "internal representation" via their brain, and this formed the map. This proposition expresses how we look at the thing, how we experience it. It teaches us we should look at the things from another point of view.

For example, if the person is going from Vaasa to Helsinki for the first time, he will look at the map of the road via his /her cell phone; but in fact, the map of the way in the mobile is different from the fact road. Another example, if the person has a headache in his head, he/she has a problem because of his or her trouble not because of his or her head. Our seeing for the people around us are just our opinions, but not the people are in fact (Cooper2008: 38).

When the people use the verbal communication, these oral communications or words

aren't the events or items that they represent. The people always generate their reality relied on their own experience. For example, if five people watch one event and someone come to ask them the same question about a selected scene in this event. This person will find each one of the five people will give different answer relied on different values, beliefs, and attitudes. Each person has a different map of the world but there isn't map has more reality than other.

Our realizing for life is not the life, it is just our understanding For example when any person see something is beautiful, he says the experience is so cute on another side if he got something is terrible like a bad score in the exam, he says the life is so sad. What happened here the experience is the same in both situations but his or her realizing is changed because of external effects. Each one has his map which explains everything around us regarding what' these things? How he/she feel toward them. The map contains neural network, which is in charge of electrochemical processes for the whole life. Each one from all of us sees the world through his/her filters, so the things, which are seen by these screens, aren't in fact like that. Now how to apply this assumption?

Anyone can follow the next steps: first, he/she notice how the people argued much about the black is white and white is black instead of they try to change their point of view. Second, know how the optimistic see the half full of a cup on another hand the hopeful see the full empty of a bowl. That reflects how the people look at the things through their realizations. The insurance firms receive many different reports about the same accident from various witnesses, so it indicates how everyone is different in his/her seeing the same thing. The differences between points of view reflect different experiences.

Respect the view of another person for the world. (Elfaki2008:16.) Respecting doesn't accept it or change it but refers more to understand the other people. As we discussed in the last presupposition: each one has his map about the world. This map is different from person to another. There is no map right or wrong, but each map relied on his or her values and beliefs. Therefore, we respect each other as we are. Do not say to anyone what he or she does wrong. He or she might be different from another because she or he has a different map. This map results in his or her values and beliefs. When the person respect someone as he or she is, that makes significant changes in all his or her life.

When people appreciate themselves and the others, that will spread trusting and cooperation among the people. No one-cause problems for another, the people are just external effects.

"We already have all the resources we need" (O'Connor:2002) It refers to every person has his experiences and experiments in the past which can help him/her to improve and develop his or her life in the present and the future. For example, if football player needs his motivation for the next match. In this case, he can remember one of his last matches when he had high motivation to win. When he lives this case inside himself, he may use the same feeling for next match. Our past is like a box of treasures because it is full of our experiences and experiments and we can get what we want to help us in our life. (Dowlen: 1996.)

"People make the best choice they can at the time"(O'Connor:2002.) It means; the person doesn't need to regret about what he or she did in the past because when he or she did this action, it was the best choice for him or her. (O'Connor:2001.) This option in the past happened because of his or her experience in this time. He or she gets a new experience from this situation in the past. For example, when a woman talked about her last marriage, she said my previous marriage was terrible because my husband left me. My choice of this husband was an idiotic decision. In fact, she enjoyed this marriage and learned from the mistakes, which led to divorce.

"Every behavior has a positive intention"(O'Connor:2002; Cooper2008: 39.) Everyone does anything for a purpose. Each behavior has a positive reason. "The person is his or her behavior"(O'Connor:2001.) The people continually desire to implement something. (Cooper2008: 39.) This presupposition helps us to understand the message behind every action from the people. For example, in one of the lectures of Dr.Ibrahim Alfaki, one of his trainees told him in a break) (he is foolish). Dr. Alfaki asked him about the reason for saying this word. The reason was part of Elfakki's speech, which was understood wrong. When Dr.Ibrahim explained why he said these clauses during lecture, the words became clear for this guy. Then he apologized for Dr.Elfakki. If anyone deals with the people by his reaction, he never learns anything to communicate the people. If we focus on the positive intention behind any behavior, we will be powerful communicators in this life.

"The unconscious mind balances the conscious; it is not malicious"(O'Connor:2002.) George Miller said the conscious mind couldn't take more than seven information. Minus or plus two information. If someone told another seven words, after that, the new seven information would replace the previous one. George Miller said the conscious makes programming for unconscious mind. The unconscious mind can get more than two milliard information per second. The unconscious mind is like storehouse or information with any change or programming. The conscious mind is logical, speaker and analyzer. The unconscious mind is silent, inventor and his imagination. (Elfaki2008:24.)

"There is no Failure, only feedback" (Cooper2008:41.) When we want to create or get anything, we have to keep on trying until we achieve what we want. If anyone doesn't get what he wants from the first, second, or ninth time, he must try till he succeeds. Each time he/she doesn't succeed, he knows a new way to his goal. He learned new thing from the previous steps. He got feedback about what he has to change it next time. Anyone must deal with his/her outcome as feedback and information. He/ she must not judge them, but he/she has to learn from them. For example, Thomas Edison didn't deal with his outcomes for generating electric bulb as failures. He said "each time I know a new way to my goal. When the person looks at his result as feedback, he will have high motivation for moderation next time. (Alder1992:156.)

"If what you are doing isn't working, do something different"(Cooper2008:46.) Don't stand in one way for a long time. When this approach doesn't bring the result what he wants to achieve it, he will look for another way. The most flexible people who can make what they want. For example, Thomas Edison tried 10000 times till he generates electric bulb.

"In any system, the person with the most flexibility controls the system"(Cooper2008:47.) This presupposition is reflecting the last one. If the person tries the same thing, he/she will get the same result because he/she doesn't change the way. The flexible person always changes his way and his techniques till he/she achieves the goal.

"The meaning of Communication is the response it gets"(Cooper2008:43.) When someone gets the reaction which he/she doesn't like, He/she must look at the way of his or her communication with that person. The person always gets what he gives to other

people. If he/she provides the positive thing, he/she will get a positive thing. He/she mustn't blame the communication way of other people with him or her. He has to improve his method of communication to get the response he/she hopes.

"Mind and body from a system. They are different expressions of the one person" (O'Connor:2002.) If the person feels tired, he will be so lazy, and his face looks pale. But if he changed his idea and said to himself "he is powerful." In this case, he will start to take deep breathe he will look very active person. What happened his idea effect on his body and versa by versa?

"Modelling successful person leads to excellence"(O'Connor:2002.) Model isn't a copy of the person. Model refers to get what we want from successful people. It means when he/she wants to succeed as a manager; he can see one very successful example for management then he can get what is useful for him. He/she can get what suits his personality and his skills. We believe in every one has different skills and talent from another on another side we can learn from successful people. In Assumption, we look at the successful people in each field and analyze their steps to success. After that, we can teach these steps for the people who want to succeed in this area. If you model someone in his steps, you can get the same outcome. (Darling1988:38-40.)

The NLP and how the people communicate with themselves: What exists in front of us and what exists in our hands are simple things compare to what we have to ourselves. The communication with self is what happened inside the human personality. Which means the person's way of connection with himself or herself by thinking, realizing, value, focus, and belief? This is the inner world which includes everything happens before it goes for the outer world. So that the person becomes a very gifted communicator, he has to start to realize, learn and control his/her inner communication skills. As Confucius said the best human search for the things which exist inside himself/herself but the average human search for things which live in the people. (Elfaki 2008: 32.)

The wise person knows the others and the better person who identifies himself/herself

more than others. If any person likes to change anything in his/her life, he must have the sense of his /her self. When he/she focuses on his/her actions and reactions, he/she can improve and develop his/her ability to know why he/she does these actions and reactions. The feeling of self is the first step to control the ego. Furthermore, he/she can notice his/her behavior toward the life. For example, the person always eats so fast because of his schedule. He has to know this kind of eating isn't good for his/her self. To change this type of action, he must follow these steps as following (Elfaki 2008: 32.):

- He must know and be aware of this kind of eating is so dangerous for his health.
- he has to start to eat slowly
- He must keep on eating slowly.

As we notice in the previous example, the first step of changing is learning and knowing. There are four types of people in learning as follows:

**The person is unconscious and incompetent:** The person doesn't be aware of what is unknown. For example, when the child wants to ride a bike, he doesn't know his inability for riding the bike. He/she just see the others ride bikes and he likes to make like them. In the field of communication, some people don't know about their negative behaviors which prevent them from establishing powerful communication with others. (Elfaki 2008: 32.)

**The Conscious person and incompetent:** In his stage, the people are aware of what is unknown. In the previous example, the boy can't ride the bike, he realizes it. The constraints which prevent us from making an excellent communication and relationship with others such as talking much about the self or less smiling, all of these things must be corrected. As Benjamin Disraeli said when the people realizing their ignorance, this understanding will be the first step toward knowledge. (Elfaki 2008: 33.)

**The Conscious person and competent:** In this stage, the people start to improve and develop their necessary skills. These skills will help them for achieving what they want. In the previous example, the small child starts to listen to his parents about how he /she can ride the bike. The people are talkative the same. They can begin to learn how they become good listeners when they communicate with other people. (Elfaki 2008: 33.)



**The unconscious person and competent:** the people know what they must learn, and after that, they start to learn. In this stage, they must repeat what they learned until these things become habits. In this case, they become competent and do these things without realizing. As Ralph Waldo Emerson said the patterns, which are practiced for a long time, they become a part of personality at the end. (Elfaki 2008: 33.)

#### **2.4. Changing with NLP:**

William James said if the person interested in the result or outcome as enough, he will reach to it. There are five stages of changing through NLP as follows: First, Notice: Most of the people do their activities daily without thinking because these activities became routine. These activities include useful things such as work, study and harmful things such as smoking. Therefore, if someone wants to change one of his/her unhealthy activities like smoking, he/she must realize this wrong action. This realization will lead the following stage (decision).

Second, Decision needs his willpower and energy. If the smoker wants to give up smoking, he must decide with high power for stopping smoking. This will lead to the following stage" learning." Third, learning, although the decision has a top priority it isn't everything. If someone decides to be an intelligent swimmer, he/she cannot do that without learning. Fourth, Understanding, many people avoid these stages and try to change at once, but this will lead to failure and avoid change. So most of the humans have to understand the previous steps for improving and make sure the changing can't come at once. Fifth, Practicing is very necessary for change. The person must practice what he did from previous stages toward changing. The practicing can establish a new tradition to replace the old tradition. (Elfaki 2008: 35-40.)

#### **2.5. Modelling:**

It is used to study the useful things in one person and present it to other people. The model can be very successful when the person gets the skills and teaches to other for gaining the same ability. The model can start by defining the talent, which has to be

modeled. Determining the skills can be made through chunking down to more details and specific information. For example, if trainer of NLP to model the negotiation skill from businessman and teach it to other. He must chunk down to more details in this skill such how this businessman communicate with others, Does he uses the body language during the negotiation and does he uses contact eyes. By knowing more specific information about his skill, the trainer can get it profoundly and model it to other successfully. (Johnson: 2011.)

Model refer more there isn't a super person, in a different meaning, if someone can do something, another one can do the same by learning and practicing the patterns, and steps for the first one. (Bradbury2006: 114-115.) There are many steps to make successful modeling as follows: First, The person must find and select one person whom will be modeled. For example, if someone wants to be a very successful manager in the field of sales, he/she choose brilliant manager in sales to model his skills. It is necessary the person who will be modeled, he/she has excellent skills in the required field. In addition to the selecting of the successful person must include his belief and values.

These ideas and values will help to get high results. Furthermore, are their strategies peppy to regenerating their outcomes? If anything or step is missed from them, it will effect on the result of modeling negatively. NLP is the following for the succession of an internal representation of the person to give the wanted behavior. This internal representation contains any picture or voice tone such as in the previous example; the person must see how the manager of sales act with customers, what he says and how he says. It helps him/her to perform these skills and get the desired outcome. (Bradbury2006:116-118.)

## **2.6. NLP and the goal:**

There are many people doesn't achieve anything from their dreams because they don't select their goal naturally. On the opposite the people who know their purposes very well, they can produce incredible achievements. The people who focus on their goal,

they can make what they want. The people don't implement their goals because they don't define their purpose. If anyone notices how the winners achieve their goals. He/she will know, the winners know where they are, where they like to go, and how they will go. Defined the goal is the best step to achieve the outcome. (Vaknin2010:81; O'Connor 2001:13.)

Define issue depends on three things must be known: First of all, the person must have the ability to achieve his or her outcome. Second, take steps are necessary to make his or her finding. Third, he/she must do the actions for implementing this goal. The person must define his/ her intention in advance. If the people know where they must be, they will be in an excellent position to create their maps for guiding them. (Vaknin2010:81.)

There are many steps to establish goals as follow: First, the people must make a positive statement about your goal and outcome. The people must take their time to see what they want to achieve. Anyone must notice the negative statement guide you in the wrong direction. Second, the people know what abilities are needed to achieve their goals. They do need to improve their skills for making this purpose. The Neuro-Linguistic programming helps the people to depend on their abilities rather than they wait for support from others to implement their goals.

Third, NLP helps the people to define their goals in the environment. This environment includes people around you, location, a budget, places and period. That will help the person to be more motivational and specify in his/her goal. The people have to describe their goals by using their five senses. That will make the goal more specific. Fifth, when anyone thinks about goal or objective, he must divide it into small pieces or small aims to be easily achieved or implemented. The small steps push and help the person to move forward toward his/her goal. (Vaknin2010:82-86.; O'Connor&Seymour1993:10-14.)

## **2.7. NLP Techniques**

**Mirroring:** It is one of the useful techniques, which can be very helpful for many of people. If the person can do mirroring technique, it will be challenging to dislike him /her. Any person can make Mirroring by copying any of the following things, the lan-

guage of the body, and style of words, speed patterns, voice volume, facing expressions and gestures. Professor Richard Wiseman published one survey, which included waiter's uses two different techniques with their clients in a restaurant. The first method was "Positive reinforcement" such as saying, of course, no problem, with my pleasure and sure. In addition, the other group used a mirror in different ways as it was explained above. He found the waiter who used mirror technique; he got 70% tips higher who used "Positive reinforcement." (Casale: 2012.)

**NLP and Mirroring:** The NLP help the person to do mirroring by determining what he needs to copy from others. As it was showed before there are three types Audiol, Visual and Kinesthetic as follow:

- The visual people depends on seeing, so they will copy what looks good.
- The Audiol people rely on listening or hearing, so they mirror what sounds good.

There aren't stable guidelines to say how the person does mirror but if someone can modify his speech, language body to be close for the opponent That will help him so much to build rapport and good communication. (Casale: 2012.)

**Confidence:** It is very priority for life. It helps the people in everything. NLP helps the people to gain confidence easily. (Sayre: 2008.) Confidence is the psychological way to give a great energy. There are many steps to establish confidence by NLP; first, the people must not hold the confidence inside when they are in fear. Because the self of person will make many obstacles. Second, when the person starts to be confidence, he/she can remember confidence situation for one of his/her relatives or friends and try to be like him or her.

For example, when My Indian friend had storytelling speech in toastmaster club, he told me: he tries to remember my last speech and wants to copy my body language and my facial expressions. He took me as his idiot in his speech. Third, any person can start to use an NLP anchor by remembering one of his last situations when he enjoyed something, or something was funny after that he /she can start to tell loudly what happens in this situation. In this case, he /she will feel more confident. (Casale: 2012.)

**Anchoring** is used to bring one situation from the last life and makes as current situation for the brain. This will help the person to have the same emotion, which he/she had before in this situation. (Casale: 2012; Dospinescu & Mucea2011:98-99.) For example, ask any person to do this exercise and see how it will effect on him or her. First, ask him or her to remember one of his or her situations of happiness in the past such as the first award or the first kiss from her husband or his wife.

When he remembers this happiness situation and bring it as the picture in front of him or her, ask her or him to put two fingers from his right hand on his left hand and squeeze them twice during remembering of this happy moment. When he/she makes the second squeeze, tell him to make the picture of happiness is bigger than the first one. The happiness must increase by the second squeeze. Ask him or her to repeat this experiment many times. After that, he has to fell happiness as long as squeeze these two the fingers for the first time.

That what the Russian scientist called Ivan Pavlov proved by his experiment with is the dog. He gives the food for his dog with the voice of bell each meal. After many times he did the same thing, he makes the sound of a bell to see what will happen to the dog. He notices the dog salivate as long as he hears this sound whatever he is hungry or no. Anchoring can be used in leadership. For example, if the leader or manager face a big problem in his /her task, he/she gets angry and become very disappointed in this difficult task. He/ she can remember one of his/her happiness situations like the very successful project. This feeling of happiness will help him or her to have relaxation and then can think deeply to solve his or her problem. (Casale: 2012; Connell1984:46.)

**Loop Break** is the technique of NLP. This technique, which allows the person to change the conscious process of this technique to control his behavior. Loop break is like when someone is stress; he takes a break to reactivate his energy. Someone feels angry because of work pressure, He/she can start to count up to ten during this count, and he /she can remember the funny situation from the past and then return to his work. That what call NLP loop break, the next figure will show how NLP loop break is very effective, the figure 1 and 2 show how this technique work. (Casale: 2012.)

## 2.8. Representational systems in NLP:

Representational systems are five systems, which are related to the five senses, are hearing, taste, sight, smell, and feeling. (Jun & Chunmei & Jun: 2010.) These systems, which process with the information, are coming and the people use these senses all times, but they do not get all information through their five senses, but in fact, they choose two or three senses to filter this information. The person usually ignores most of the incoming information and store a little bit of his information in his conscious mind. That means the people get the information, which comes from one or two channels, and ignore the rest of information, which comes by other channels. Richard Bandler and John Grinder noticed the people use their movements of eyes beside their to various positions besides their using of five senses to filter the information. (Grinder & Bandler & Andreas 1981:44; Bandler & Valle 2000:26-29.) There are three modes of eyes movements as following and the figure number Three show them:

**Visual Mode:** It is divided into three different positions for eyes visual is the visual call, visualization and visual imagined. The people memorize the events by pictures, and they are always having problems and troubles with long verbal communication because they look at the events, programs, or anything else, how they look. (Gray: 2010; Tarango 2014:21; Bender 1997:104.) , have a look in Figure (4).

The people in this mode use sentences like (I listen to you) or Say to me more. As well they use the following verbs includes" appear, show, look, dawn, focused, hazy, imagine, focused, crystal, and view." There are other two types are visual remembered and visual constructed. (Manuel& Demirel & Gorener: 2003; Tarango 2014:24; Bender 1997:104.)

"Visual remembered": the people try to see the pictures from their memory. They remember the events or anything, which they had seen before. For example, when the person asks his friend the following question: what was the color of an apartment he grew up in? Or what was the color for his first car? (Tarango 2014:24.)

"Visual Constructed": The people imagine the pictures of something they have never

seen before. For example, if someone has been asked this question: What design and color will be in your future apartment? (Tarango 2014:24.)

Mode of Kinesthetic: in this mode, there is only one position for eye called recall of kinesthetic. The people in this mode talk slowly, and they reply for rewards of physical. They memorize anything when they do another thing, or they walk. They care about programs or events, which make them feel right. These people use verbs like touch, concrete, solid and get a handle. (Tarango 2014:20-24; Bender 1997:105.)

Figure 1. Loop Break 1 (Casale2012:15.)

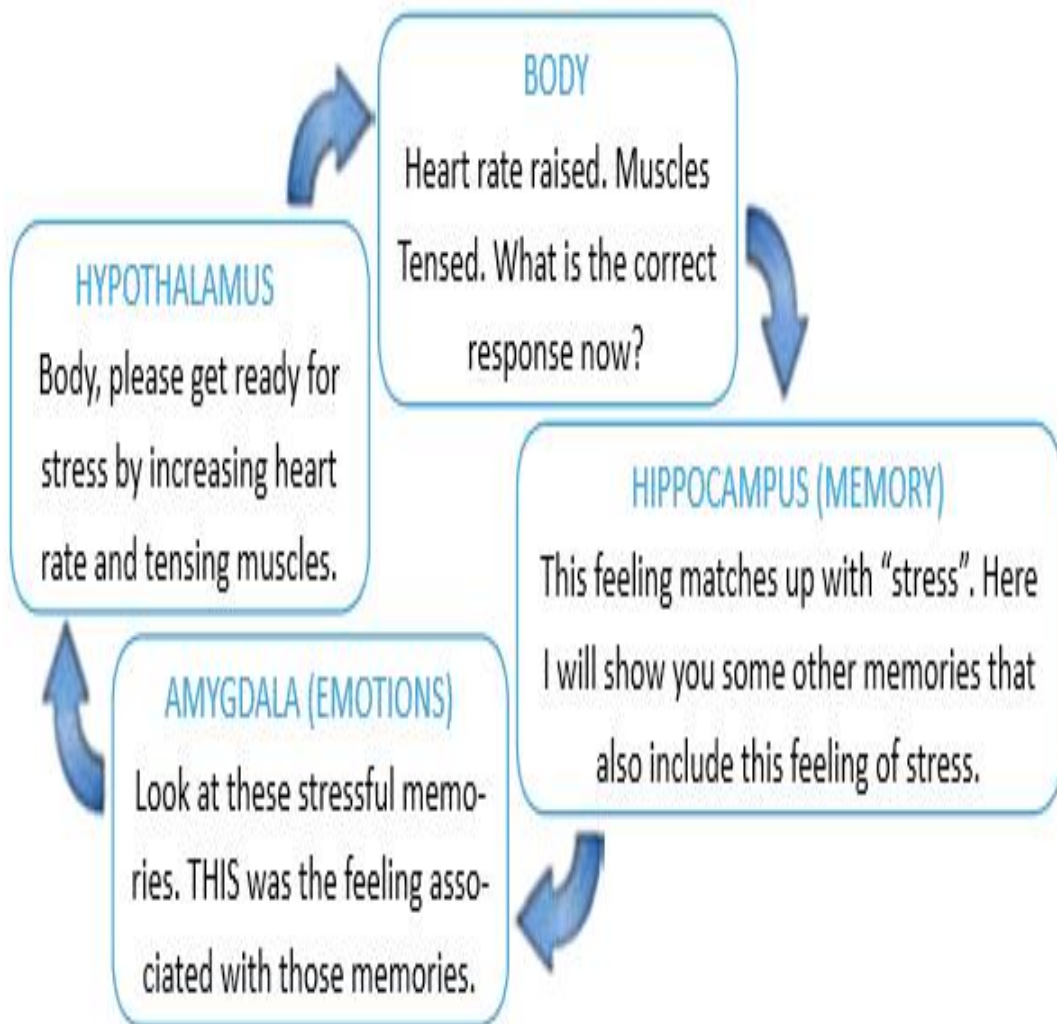
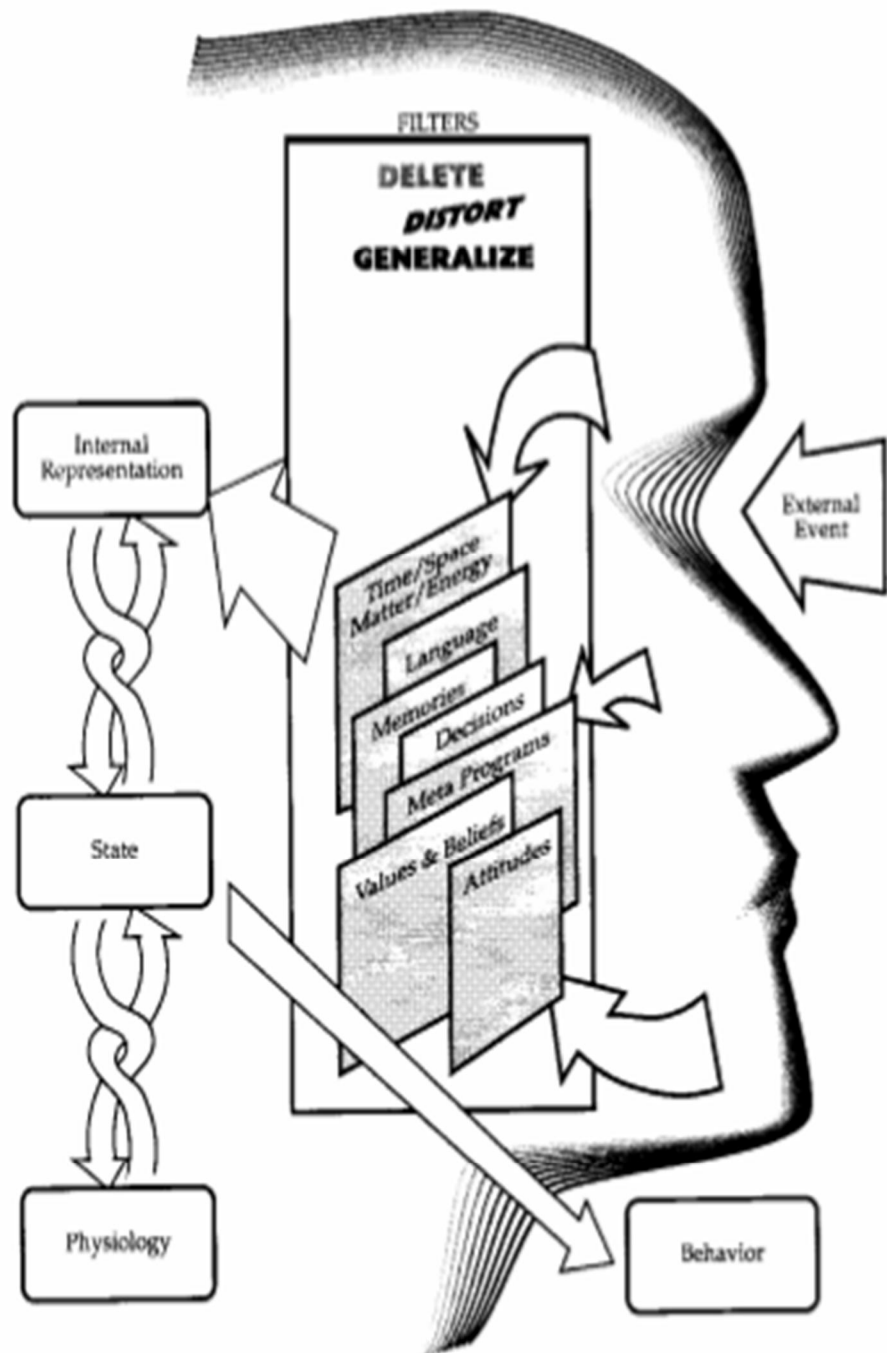




Figure 2. Loop Break 2 (Casale2012:16.)



Figure 3. Representational systems (Tarango 2014: 7.)



Auditory Mode: These people are learning anything by listening. They like to talk so much as well they are interested more in great verbal communication. They like to hear the music. They care about the person says about the program not about how the program looks like. They always use verbs and words like" sound, hears, listen, silence, deaf, silence, make music, harmonize, resonate, rings a bell, and dissonance" There are two types are Auditory remembered and Auditory Constructed. (Tarango 2014:24; Ludwig & Menendez 1985:46.)

"Auditory remembered": when the person remembers the voices or sound that they had heard in the past. For example, when the student studies one lesson of speaking, he/ she will try to remember the tone of voice or sound of his teacher. (Tarango2014:24.)

"Auditory constructed": Making up sounds you have not heard before. QUESTION: "What would I sound like if I had Donald Duck's voice?"(Tarango2014:24.)

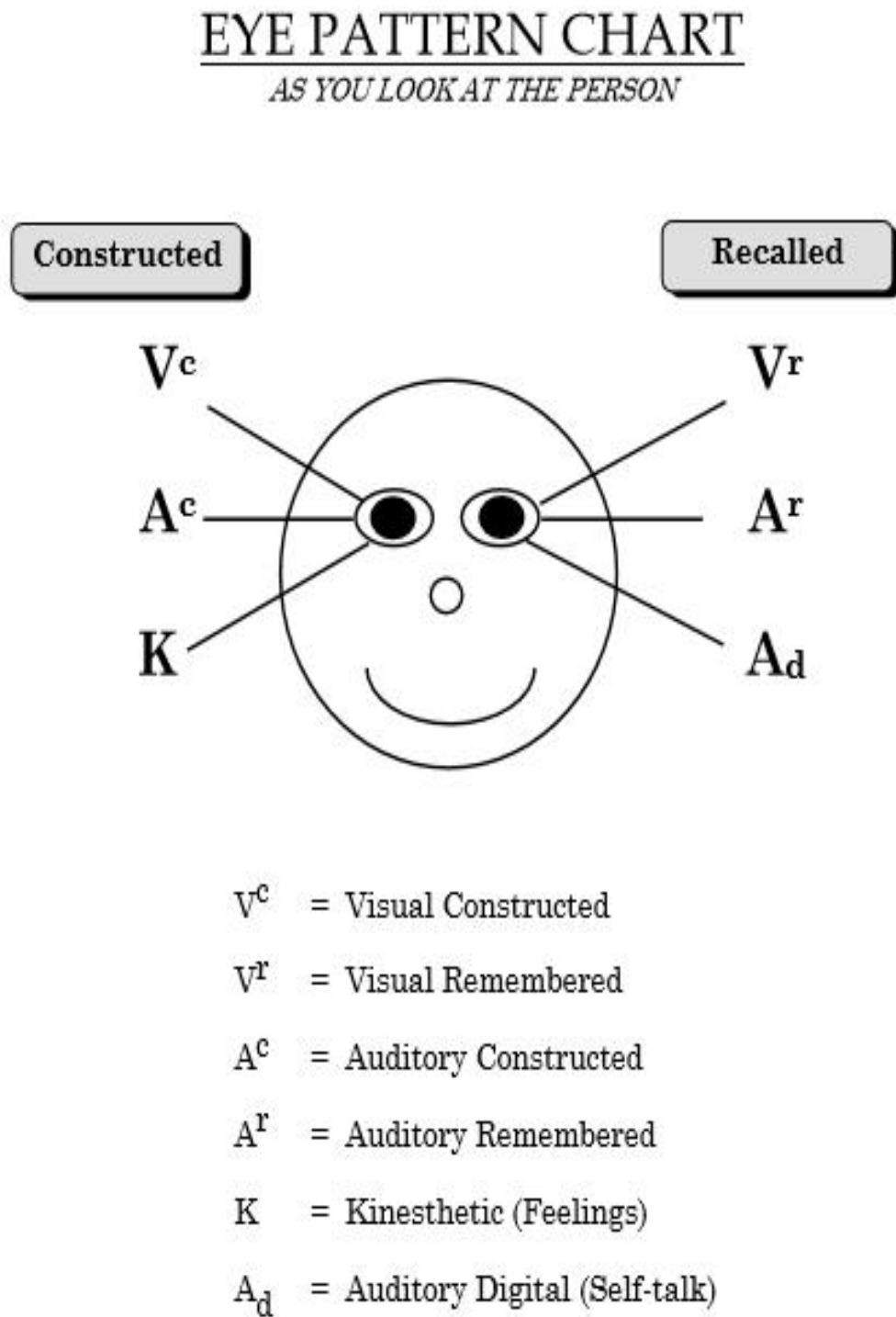
Auditory Digital: The people here like to talk to themselves. They like to know how the programs or events make sense. They always use words like think, decide, motivate, conceive, and learn, process, sense, and experience. (Tarango2014:24.)

## **2.9. Model of NLP Communication:**

NLP is the science to show how the people communicate with themselves and with other people. This model shows how the people process the information which come from outside to them. So the people receive any event through their own internal representation. Internal Representational starts to make a combination of state and physiology. This state will be a good state or bad state or motivated state. The internal representation contains sounds, dialogues, feelings, and the pictures.

The people receive their information or events through their channels of input sensory. The input channels contains Auditory, Visual, and Kinesthetic. (Bristol & Yeatts 2010: 8-9; Yousaf & Chaudhry: 2009.)

Figure 4. EYE PATTERN (Tarango 2014: 23.)



Auditory this channel which is in charge of sounds, the expressions and words which people hear and how the people say their speech. Kinesthetic channel is in charge of external feeling, which contains pressure, texture, touch of someone and something. Visual, which contains the sights, which people see. (Tarango2014:21.)

When the events and information come to us, we start to process this information by our internal representation. We filter this information by three stages, which are Deletion, Generalization, and Distortion. First, Deletion: it happens when we focus on some information without other information. Therefore, we delete some information, which comes to us to pay attention to other information. The people will face many problems without deletion because their conscious mind must handle with much information are coming. (Knight2002:94-97.) Figure three shows how NLP model of communication works.

For example when the man or woman reads a book on the train. He/ she doesn't pay attention to the environment around him; the person only pays attention to the book in his/her hand. There are different types of deletion, first of all, "simple deletion" which happens when the people say some statements which miss important thing for example when the leader says to his & her group (we will solve this trouble), he & she doesn't show which problem and how it will be solved.(Cooper2008:186.)

Second, deletion of comparative: when someone says his leadership skills are better, but he doesn't refer better that what. (Cooper2008:186.) Third, when someone says my communication is the best, in this statement he & she uses communication as a noun but this noun includes many activities, these activities can be explained in details. That is the meaning of Nominalization. In this type of statement, the listeners can understand the communication in different ways. (Cooper2008:186.) Fourth type "unspecified verbs" which express the statement involved undefined actions. Such as when the leader says, we will delight our clients. (Cooper2008:187.)

This is the positive statement, but it doesn't show what his plan is? This statement gives listeners to supply these details. The fifth type "unspecified referential indicates," when the boss said in his meeting, this problem will be very big challenging. The leader doesn't say what kind of problem is. He leaves the listeners to identify what type of

problem. (Cooper2008:187.)

Second, Distortion happens when makes shift in their experience for data of their sensory through doing reality misrepresentation. Distortion helps the people to motivate themselves. (Knight2002:100-103.) The motivation happens when the people receive the material, and one of their filtering systems modifies this material. there are many types of distortions: first of all "cause-effect distortions "it used words like means or makes for "two events" have a relationship such as when the manager of sales says to his group (the target of this month will make the whole budget for this year).

As it is shown, there is "direct relationship" between the month target and year budget for the company. His group won't put any attention for any month except this month. (Cooper2008:187.) The second type of distortions is "implied cause-effect distortion" which is related to two events have the indirect relationship. It always used words such as after, when, before and after. Such as when the boss said to his employees when we achieve our common goal, we will have a great team. (Cooper2008:187.)

Third "simple conjunction" which express about statements and events doesn't have any among them. However, it uses some words to connect between them. For example, if someone describes his plan for the upcoming year and say he will go to New Year in Journey then he is going to have some training courses in Seattle after that he will have some sports camps in Sanfransico. (Cooper2008:188.) Fourth, "complex equivalence" which express many statements have some meaning. (Cooper2008:188.)

Fifth and "lost performatives" which includes judgments but it doesn't refer who judged for example when the chairman said his company is the best, but it doesn't say is the best in what? In customer service or management or teamwork. Etc. He gave a positive statement, but it has many meanings. (Cooper2008:188.) Mind reading, which refers to use some questions or words for paying attention to the statement. For example, when the manager says in his meeting each one asks himself why we have the meeting? This type of question makes your communication is important for listeners. Some types of distortion can be used as a positive way in the communication such as "Mind reading." (Cooper2008:188.)

Third, Generalization: when the people receive a lot of information, they conclude this

information. The conscious mind can receive seven (minus or plus two) pieces of information at any time. There are common things in generalization such as "universal Quantifiers" the people uses some words as each, never, and, no one to make a powerful statement. Such as this statement: no one knows what the fact about this issue is. (Cooper2008:189.) "Modal Operators" such as need, must have to and can are used to push the people for action. Such as when the chairman says (we must follow the new plan) this clear statement to push the employers for the new plan. (Cooper2008:189; Vaknin2010:489-490.)

### **3. LEADERSHIP**

#### **3.1. The conceptions of leadership:**

There are many conceptions, which focus on different levels. The first definition referred to the role of the leader and his group of followers. The leader is always affected by desires of his followers. (Lyne de Ver: 2009; Bass 1990:11.)

Leadership is the effectiveness of personality. "Indeed, the amount of personality attributed to an individual may not be unfairly estimated by the degree of influence he can exert upon others" (Bass 1990:26; Lyne de Ver: 2009.) Leaders must have skills and characters are vary from followers, so the leader has high levels of charisma, knowledge, and leadership skills, which can help him to influence his followers. (Lyne de Ver: 2009.)

Leadership is cooperation; it is about how the leaders push the followers to achieve the common goal with more collaboration, and "the least friction." (Bass 1990:12; Lyne de Ver: 2009.) The cooperation is essential for leader and followers because it is the source of motivation to move on and forward, and more collaboration build more trust, more trust builds more loyalty for the goal. (Lyne de Ver: 2009.)

Leadership is Influencing: The administration is about influencing the group of people toward achieving the common goal. (Bass 1990:13.) How the leader can affect the other and change their behavior. If the follower were altered because of influencing the leader, it would be advantageous leadership. No leader can effect on all followers equally, but the leader is the model for followers. The followers always like to see in their leader's unique things, and these unusual words are the key to successful influencing. "Thus, managers are leaders only when they take the opportunity to exert influence over activities beyond what has been prescribed as their role requirements." (Bass 1990: 14; Lyne de Ver: 2009.)

Leadership is Behavior: "By leadership behavior, we mean the particular acts in which a leader engages in the course of directing and coordinating the work of his group members." (Lyne de Ver: 2009; Bass 1990: 14.) The acts include the work structures of followers, feedback, and comments on the performance of his group members.



Leadership is Persuasion: Many theories explain the administration is persuasion and firm persuasion must be without forcing others or followers to do something. The study of Neustadt in 1960 for U.S. Presidents shows leadership of presidential convert from power to persuade. Leadership is about how the leader can manage the people and convince them for achieving the significant goal rather than force them. (Lyne de Ver: 2009.)

### **3.2. The theories of Leadership:**

There are many theories of leadership. The first method is **trait theory**, which explains that the leader was born and took his skills by inheritance from his father, and his ancestors. This method focuses on leaders as great men without looking at women who can be successful leaders, so style theory came to change the vision of leadership. (Jackson & Parry 2011:25-26.)

**Situational leadership** shows there is no best style for command, but you can use different forms depending on different situations; the style of leadership can be different from case to another. It relies on what kind of situation, so in each theory, the leader must fit his style with teamwork, but in this type, the leader can modify his method relies on the situation. Therefore, the leaders must be aware of all sides of the case. Situation leadership pushes the manager or the boss to know what kind of situation in the company now, and then he/she can understand what requirements for leading the company's team are. It helps the leaders to have more flexibility. In addition to, the leader can coach its side if the situation requires that. The leader gives more instructions to guide his team toward the goal. (McCleskey2014:118-119.)

**Transformation theory** can promote leadership in a right way because their transactional leadership focuses on the supervision or organization and group performance. By provides compliances of his followers through both rewards and punishments, so transformational leadership promotes, supplies, and enhances the moral, ethics, and production of followers through many mechanisms. (Jackson & Parry 2011:32-35.) Transformation leadership can be defined as the person who helps to increase the consciousness of followers about the desired goals and how they can reach to there and what kind of

methods they need to achieve that. It is beneficial for leaders and followers because it increases the interaction level between the leader and followers.

It helps them to interact and communicate with each other regarding outcomes, motive, and values. Transform leadership helps the leaders to be the peaceful leader, motivate, and lead the others without conflicts. The leaders do many things in this leadership type as follow: first, they help their team to have more information about the necessity of task goal. Second, they maintain their followers to put their aim to be part of the common goal for the team. (McCleskey2014:120-122.)

**Charismatic leadership** shows the leader should have two things, which are personality and a magic and by these two things, he can effect on follower and attracts them. A leader such as Barak Obama (President of U.S.A) is one of the best leaders who are charismatic especially when he talks to American people. Charismatic leaders should have expression and vision, should have the sensitivity toward the environment and the members' needs. (Jackson & Parry 2011:32-35.) There are some similarities between transformational leadership and charismatic leadership, whereby a transformational leader can be a charismatic leader, but there is also some difference between them: the transformation leader emphasizes transforming the organization and his followers, but the charismatic leader might not change anything.

**Transactional leadership:** It emphasis on the relationship and exchange which happen between the leaders and his group. The leader can achieve his desired tasks, high performance and push followers to move forward for implementing the common goals. Burns explained that the exchange is to increase the gains for the firm or company and its employees. (McCleskey2014:122-124.)

**Servant leadership:** they make their best effort to satisfy their followers via sharing the opinion and power. They lead their group to serve them. These leaders are very kind, very flexible and have powerful communication with their teamwork; they always give an excellent example of their partnership. They still provide excellent examples of the teamwork to follow them in their doing task. (Sajjadi & Karimkhani & Mehrpour: 2014.) The servant leader has many features as support: first, he is genuinely listening

to others. Second, he respects people for their different inspiration, and their talent skills. Third, the leader looks for persuading the followers by giving them a chance to think about the problem from various points of views. Fourth, they are solid to build and establish an active community. Fifth, the servant leader has a great imagination to imagine the future for their team, themselves and the organization. Servant leaders can collect the past lessons and analysis them. They use them for the decision in the present and the future.

The successful leader can use partnerships and dominance in different situations. He uses partnerships and dominance in the right situation, EQ (smart in society) to understand the followers and make the followers trust in his vision, and he should have the ability to create one team as one member (it means each member helps another member, with no competition between them).

The leader can make an analysis of his followers, and if he finds anything is not good, or his followers are unhappy/dissatisfied with any situation in work, he has to make interview discuss? With them and put each member in the right position and convince this member this place is the best for him or her at this time. The leader might have many capabilities such as having an open mind, being a quiet person, having control in any stressful situation, having a good picture about the future, having the ability to negotiate and the ability to deal with stressful situations with followers through wisdom and having a good plan and strategy.(Jackson & Parry 2011:48-50.)

For example, my coworker had a problem, which he always worked in the desert. Because he didn't have an alternative who can take his job when he had a vacation, he decided to leave his career. Therefore, the manager made the meeting with him to convince him for staying. In addition, the manager told him these things; the firm searches for a suitable engineer to solve this problem. The company will increase his salary, promote him to high promotion, and the business will give him a good bonus for each day working in the desert, so my coworker decided to stay in our company.

### 3.3. Reasons for choosing these theories:

Regarding situational leadership, so the leader choose the style, which fit the situation or the case. That is good for NLP skills because the situational leader can select the skills or techniques of NLP depends on the situation or the evidence, which he/she faced. Regarding transformation, leadership can be linked with NLP because this theory expresses about the leader help his followers to achieve the desired goals. NLP can help the transformation leaders through feedback. One of the NLP assumptions, there is only feedback from each trying. So the leader can always maintain his followers to improve and develop their performance by giving them feedback.

Regarding transactional leadership, this theory of leadership is linked with NLP because both of them enhances the relationship between the leader and his/her followers. NLP can help in this way by feedback from leaders to follower and versa by versa. In this way, they can help each other to achieve the common outcome and goal. Regarding servant leadership, the leader always very flexible, very kind and serve his group. NLP has one assumption: the person is more flexible; he/she can dominate and control the system. This hypothesis will help the servant leaders to be more flexible with their followers so they can be very useful and influencer leaders.

### 3.4. The difference between Leader and Manager:

Leaders put the goals for teamwork, he tries to lead and motivates by the different way including coaching, and mentoring his team, but the manager just manages the task with formal instruction. (Elfaki 2008:13.). Look at the follow Table 1.

Table 1. The difference between Leader and Manager (Elfaki 2008:13.).

Leader	Manager
He is Creative on the task.	He just manages the task

He/she develops, improves the ways, which will be useful for the work.	He/she doesn't care about development and improvement.
He/she leads his/her team by his/her self-confidence and his/her skills.	He/she manages his /her team by job structure
He/she is very clever in putting plan and vision for his /her team.	He/she believes the laws and structure of the company
He/she excellent communicator with the followers. He gives chances for the group to participate in making the decision. He is very flexible toward problems.	His strategy goes through orders and supervision for his /her group.

**3.5. The Characteristics of Leadership:** There is a lot of discussion among the researchers about the features of the right or excellent leader. Some of them said the best leaders must have unique features on other hand others like Peter Drucker said: there are no special or common features of leaders because the leadership skills or characteristics vary from one to another. Finally, they agreed; there must be standard features of all leaders as follow: (Elfaki2008:15.) Look at the follow Table (2)

Table 2. The Characteristics of Leadership (Elfaki2008:15.)

1-Planning	The leader spent most of his time to prepare the plan and less time to do it.
2-Oragnizing	He/she is excellent person in organizing the time, goals and tasks.
3-Decision	The leadership is the art of making a decision. The leader

	makes the event and doesn't wait the event happen.
4-Emotion Intelligence	The leader is very smart in communication with others. He knows how he/she delivers the message to others. He/she is very good interlocutor.
5-Negotiation	He/ She knows how he/she negotiate and gives tasks to the people who their achievements.
6-vision	He/ She has strong vision, he can see what others can't see and accepts the Criticism from others.
7-Motivation	He/ She motivate and inspire the other people very well.
8-Knowledge	He has considerable knowledge. He/she must be very educated person. He always improves and develops his knowledge by reading many books.
9-Self Confidence	He has extreme self-confidence. He/she trust in his /her abilities very well.
10-Commirtment	The leader has the strong commitment toward his/her goals, plans and tactics. The task needs much effort and time.
11-Intellegence	The leader doesn't need to be genius, but he must be intelligent as enough. The intelligence helps him or her to handle different problems and difficult solutions.

### 1.3.6. Secrets of Leadership:

**The leader is the owner of his or her decision:** the leadership is the art of taking the decision. The leaders can make a right or wrong decision; it depends on how the leader thinks and how he/she interact with the situation or the problem. (Elfaki2008:18-25.)

The process of taking a right or wrong decision goes through seven things as it is in Table (3).

Table 3. The difference between Right Decision and Wrong Decision. (Elfaki 2008:18-25.)

Right Decision	Wrong Decision
1-Analysis: The leader always analyzes for his previous decisions. Whatever right or wrong decision, if it is right he will he will must follow some process. If it is wrong decision, he /she must learn from his /her mistakes and try to correct them in the next one.	<b>1-Angry:</b> It is a horrible feeling and pushes the leader to make wrong decision.
2-Consulting: the excellent leader always takes the opinions of his /her team. He/she still consult other people in making a decision.	<b>2-Stress:</b> some leaders become very stressful because of less time to finish the task. This stress push them to make a wrong decision.
3-take different direction: The leader must always looks at another point of view. Any person can't make the right decision without taking all sides around the situation.	<b>3-His/her desires:</b> The worst leaders always follow what they desire. The desires push them in wrong direction.
4-Leaves emotion out: the excellent one who decides without interpreting his /her passion in it.	<b>4-less knowledge:</b> most of wrong decisions because of lack knowldege and experience.
5-Wrong time: every decision must be on time. Some leaders take the decisions at the wrong time. They may delay some decisions for unsuitable time.	<b>5-Isn't Dictator:</b> <b>The good leader who doesn't take his decision alone without sharing an opinion with other members in the team. He/she know the best choice depends on sharing opinion and common information from other members.</b>

**Motivation:** There are a lot of people leave their tasks because of lack of motivation. The motivation includes two types, first of all: the out of motivation, which comes from the people such as family, brothers, friends, colleagues, and coworkers. Second, the motivation that comes from inside the person. This type of motivation is essential because if the person doesn't have high confidence, enthusiasm, he /she cannot continue in his /her way. Why the leader must have motivation skill in his /her leadership skill or in another meaning, why the leader must motivate his /her followers.

There different reasons for that as follow: First of all (loyalty): If the leader does not feel loyalty to his /her group or company, he won't do his /her work. The reliability can come via rewarding and motivating. Second (Time commitment): when rewards or promotions motivate the employers, they will have a high enthusiasm to finish their task on time. Third (High Quality): The employees don their best effort to end the task or target in high quality when they are rewarded, motivated and promoted as enough. Fourth (Sharing responsibilities): the motivation leads the employees to feel the responsibility toward their company, and they are part of the organization. (Elfaki2008:28-48.)

**Changing:** Most people don't like change because of many reasons such as doubts, afraid of the risk, routine, the fear, and society. Switching is an essential feature of a successful leader. How the leader can accept changing and deal with its flexibility. There are five essential aspects to have to change as the skill for leadership: First, make changes as the life style: the person always needs to be against his /her routine. He/she must love changing and still think differently. Second, Freedom: the leader who more freedom in his/her life, he /she can improve continually. Third, break the routine: the leader must change everything around him permanently. (Elfaki2008:49-59.)

**Stress Management:** When the leader or manager has a deadline for one project or task, he will have stress surely. These fears and tensions are significant because they push the leader to finish his work on time. There are many reasons for the stress, first, the doubt: the person who does not have to trust in his /her life Information, he always worries and under pressure. He/ She are afraid to take decision negatively because of an



untrusted decision. Second, the stress: no doubt, the stress leads the leader to be intension and be such a nervous person. Third, unappreciated: the person who does not receive the right appreciation for his /her efforts. Fourth, unorganized: the person who doesn't have organized his /her documents, his timetable, and cellphone. (Elfaki2008:60-67.)

**The types of followers who are difficult for leading:**

- Revolutionary: this kind of follower who has less patience, they always use the high voice, threaten. They do not like to discuss with the leader. (Elfaki2008:68.)
- The blamers: The follower who always blame the others, follower or leader. He /she sees the mistakes are an origin for the behaviors of the people. (Elfaki2008:69.)
- Negative: The people who are not optimistic with changing or new ideas. He/she always gives the other follower negative exceptions to any new plan. (Elfaki2008:70.)
- Very peaceful Man: He is a lovely person and always accepts any order. He/she agrees with all decisions. He /she hide his/her feeling. He always apologizes. (Elfaki2008:70.)
- Educated: these followers who are very good educated, they have pervasive knowledge. He/she has profound vision. He/she is difficult to accept the opinion of other people. (Elfaki2008:71.)
- The Cheater: The people who don't have anything or any knowledge but he always try to appear as skilled person. (Elfaki2008:72.)

**Your goal:** Any leader has a purpose of his/her task. The goals are three types:

- Concise Goal: The time for this goal from fifteen minutes to one year as maximum such as preparation for the next meeting or target of sales for the whole

year or the new strategy for next year. (Elfaki2008:93.)

- The goal for average time: these goals from one year to 5 years such as strategy for improving the sales of the company in the next five years. (Elfaki2008:93.)
- The goal for a long time: these goals, which include the whole strategy for the group, work. (Elfaki2008:93.)

**Time Management:** The perfect leader who is the successful person in his /her time management. The time is money, so if the leader cannot manage his /her time, he will not be a successful leader. (Elfaki2008:104.)The leaders can be divided into three types regarding time management as the following:

- Organized leader: He/she is very smart in his /her time management; he/she spends a lot of time in preparing the schedules and plans for managing the time. (Elfaki2008:106.)
- A leader who under pressure: He/she is always rushed. He /she still see the hour, which is not enough for doing his/her task. He/she doesn't have time for rest and always is very nervous and under pressure. (Elfaki2008:106.)
- Messy Leader: He can't organize anything. He never cares about schedules. He always loses a lot of time because of messy. (Elfaki2008:106.)

### **3.7. Skills of leadership:**

The leader must do as assertive person and assertiveness are defined as a type of communication, which the leaders need to create it for themselves and others. It is different from the aggressiveness leader who tries to control his/her followers by his/her strictness. (Simpson: 2012.) Assertiveness skills are essential to leaders because it gives their teams many things as follow: first, the assertive leader makes his/her squad feel confident because they think are a real part of their group. Second, the team trusts in their leader abilities because of his/her confidence. Third, there is no conflict between the

team and its leader. Fourth, the team meets the desires and expectation of the leader, and he/she meets the expectation and desires of his/her team. (Simpson: 2012.)

Communication: it is one of the most important skills for leaders and managers. (Simpson: 2012.) The communication channel has different ways such as verbal, nonverbal, email, written, listening and questioning. Verbal is one of the best ways of communication, which use the sounds and words for communicating with others. It could be face-to-face meeting, interview, or conversation by phones. If the leader wants to have successful communication, he/she must be calm, quite, and polite and focused.

The verbal communication depends on more one listening than talking and speaking. (Simpson: 2012.) Questioning is divided into the open examination and closed questioning. Open questioning gives the leader or manager many things such as helping the follower to express their ideas, have more conversation with teamwork, and have a right channel of understanding and creating the positive environment. (Simpson: 2012.) Closed questioning has other useful things such as making a summary of the long conversation and going for final decisions. (Simpson: 2012.) Nonverbal includes all body language regarding eye contact, posture, gestures, and facial expression. It is 70-75% of the whole communication. (Simpson: 2012.)

The leader must follow some instructions when he/she uses some nonverbal communication; as he must avoid using cross arms because it means him/her against on what others say or do. Second, he/she must be smiling as good facial expression during his/her speech. (Simpson: 2012.) Email is a perfect way of communicating at this age. Most of NLP trainers rely on their email as the primary way to interact with others. (Simpson: 2012.)

Written is divided into five steps as follow: first, the sender makes a decision what he/she want to tell them about it. Second, he transfers what he/she decided in his/her symbols and writing. Third, the receiver read this symbols and script. Fourth, the receiver understands the words of a sender. Fifth, the receiver makes thoughts relies on what he/she know the written message. (Simpson: 2012.) Look at figure (5).

Listening: when the leader or manager can listen carefully to his follower, he/she can communicate actively with them. There are four stages for the active listener as follow:

first, he/she listens and repeats in the same words. Second, he looks then repeat in "similar word" (Simpson: 2012.). He/she listens then repeats in his /her "own words." (Simpson: 2012.)He/she listens carefully to the speaker and then check with him if what he/she heard right or wrong. Look at figure (6). The communication skill can have some barriers such as different language, different cultures, and different nationalities. The successful leader who can use the last skills and overcome these barriers or obstacles. "(Simpson: 2012.)

Third, Feedback: it is defined as the person receives information about his work from his/her supervisor. (Simpson: 2012.)Feedback is beneficial for leadership for many reasons: first, the leader or manager helps his team to develop its performance via feedback. Second, he/she can correct the follower's performance. Third, he/she can work to move forward. Fourth, he/she can develop the channel of communication by giving and receiving feedback from his/her followers. Fifth, he/she can achieve a common goal with his/her team. (Simpson: 2012.)

There are two types of feedback is "redirection" which indicate for the performance that can be an obstacle for the leader or team aims and goals and needs improvement and development. Second, Reinforcement which indicates to the performance that adds value to the team or firm goal. (Simpson: 2012.) "BEER" term which expresses about four terms "Behavior, Effect, Expectation, and Result." (Simpson: 2012.)

Behavior which refers to what the leader always try to enhance and increase it via feedback. The effect which explains what will be the effectiveness of feedback. Explanation express about the leader must tell what he/she expects to change or modify through his/her feedback. Results which express about what leader expect from his team, how he/she will monitor and advise them. (Simpson: 2012.)

As leader or manager give feedback, he/she must receive the feedback from his team-work. He/she must listen to what his/her followers say about his/her guidelines or instructions. The smart leader gives feedback in the sandwich, which means when he/she wants to give bad comments; he/she has to start with good explanations. (Simpson: 2012.)

Fourth, Coaching: every leader needs to be the coach for many advantages as follow: first, it helps the leaders to apply their learning lessons in the workplace. Second, leaders can use coaching skill to provide their followers with some practical skills. Third, they can improve and develop the awareness self by coaching. Fourth, the leader can motivate their team by this skill, so they can coach themselves to be confident in their doing task. (Duff & Passmore 2010:140-143.)

### **3.8. NLP and Leadership:**

Can leadership be improved? Or the leader must be born with leadership skills. Many researchers said the leadership must be earned and learned and other researchers said the leadership must be born with the leader. (Dilts1996: 2.) This section will show how the effective leadership can improve by NLP so we will go through many points the Meta, micro and macro leadership. To define the leadership, we must define three words leader, leadership, and leading. (Dilts1996: 3.) The leader is the person who have or have-not skills of leadership and he /she in position for leading.

Leadership refers to the skills, capabilities and the abilities of leader. Leading is the out come of using the ability and role of leadership. (Dilts1996: 3.) In 1988 Nicholls said there are three types of leadership as micro leadership, Meta leadership, and macro leadership. Micro Leadership relies on leadership style choice for generating the willing environment around workers, in addition to it depends on their followers and the task, which needs to be done. "Meta Leadership" refers to the relationship between followers and atmosphere via the vision of a leader. "Macro Leadership" express about how the leader establishes the successful company in two ways are building the culture and finding a path.

Building Culture can be defined how the leader draws or form the followers" into the purposeful organization." Finding Path refers to how the leader figures out the path to successful future. The leader can lead other people if they succeed to lead themselves.

(Dilts1996: 3-4.) NLP teaches leaders some leading skills, which can be used to effect other people. In case if all the leaders applied these skills to themselves. One of these skills, which discovered in the leader who is models of excellence "is their ability to influence and bring about change in ways that are for reaching and sustainable over time" this can happen by one skill of the most famous skills in NLP, which is rapport. The rapport provides commitment and cooperation in the work environment. (Knight 2002:286.)

The second skill of NLP is thinking from different points of views and different perspectives. The managers or leaders can see situations from different points of view; they can negotiate conflicts some people think if they put and prepare everything, they won't have conflict. But conflict can be useful in many situations in case if they can grow and learn from it. (Knight 2002:326.) In addition to, "giving and receiving feedback" is one of the most important steps in leading with NLP. NLP helps the leaders for the feedback from their language, their behavior, and their minds. The feedback moves forward them to maintain the excellence. (Knight 2002:336.) The last step in how to lead with NLP is "High-performance Coaching." (Knight 2002:350.)

The great leader must have the ability to coach themselves and followers. In this part will show how NLP techniques can be used to coach the others for developing their effectiveness. The goal of last part to show how NLP can be used to push the people for focusing on the future. (Knight 2002:350.)

### **3.9. Leadership and NLP skills:**

**Rapport:** The relationships are the last way to establish the network, which leaders need to influence their followers. Rapport is a necessary principle of NLP because it creates and improves the communication and trust between the person and another. (Wood2006:197.)

Rapport is not the only way to establishing a good business, but it is essential in the personal life as well. It "is the ability to connect with others in a way that creates a climate of trust and understanding" And it is a perfect way to understand and respect different

points of view without agreeing with them.

Face-to-face meetings, the phone calls via text messages, emails and through letters, can establish the rapport. The Encarta English Dictionary before defines Rapport as " an emotional bond or friendly relationship between people based on mutual liking, trust, and a sense that they understand and sharp each other concern." The business leader becomes more aware that leading and managing employers and clients via rewards and punishments don't give good results to the people. (Knight 2002:288-292.)

The rapport can happen between two by common things such as the same humor. If the leader like to build a good rapport with his/her followers, he/she must know what common things between him/her and them. He/she must collect the data about his/her group, these data include what how they speak, how they deal and with each other, how they interact in their group work. This data type can't be collected by personal question or survey.

Figure 5. Process of Communication through writing (Simpson2012:29.)

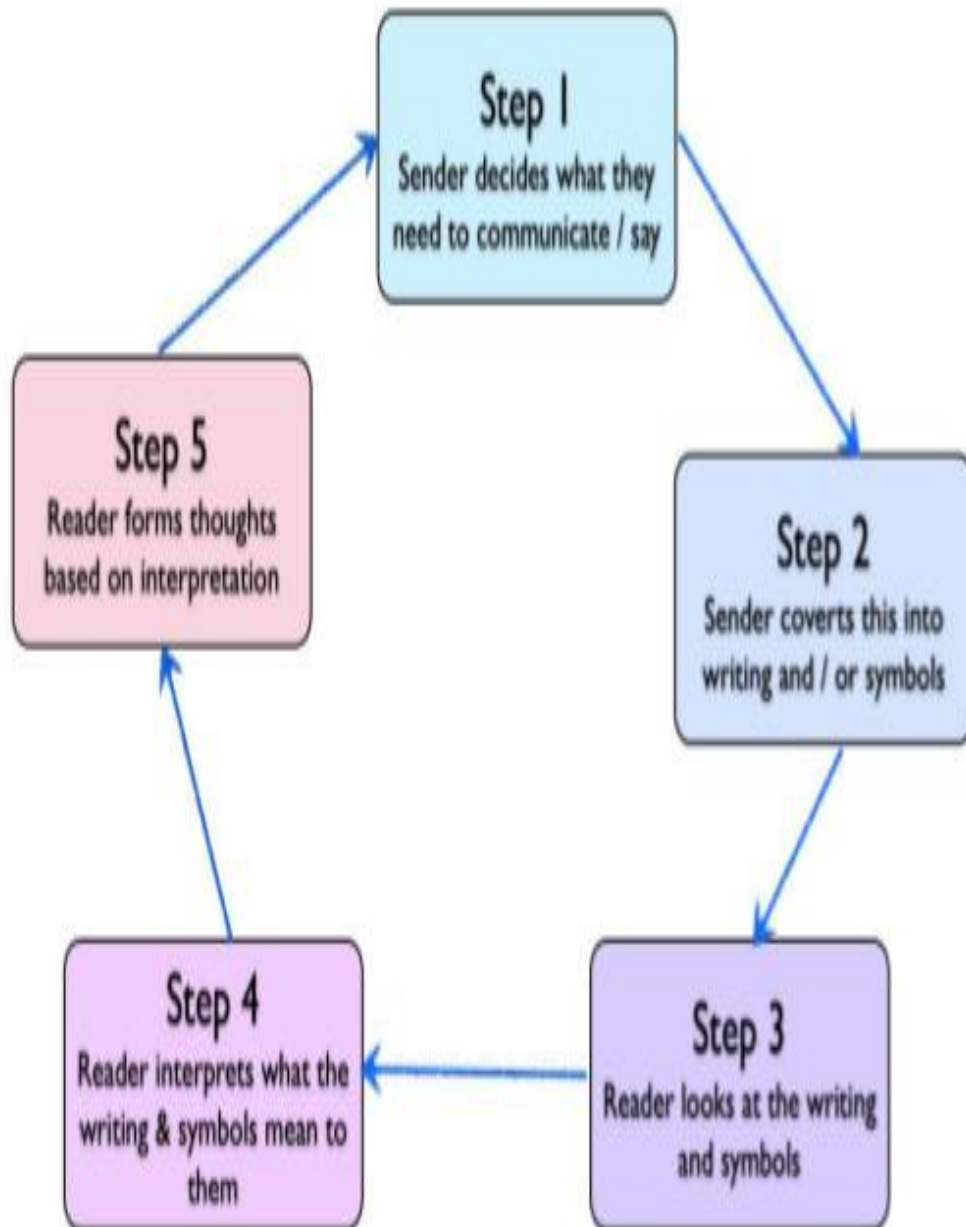
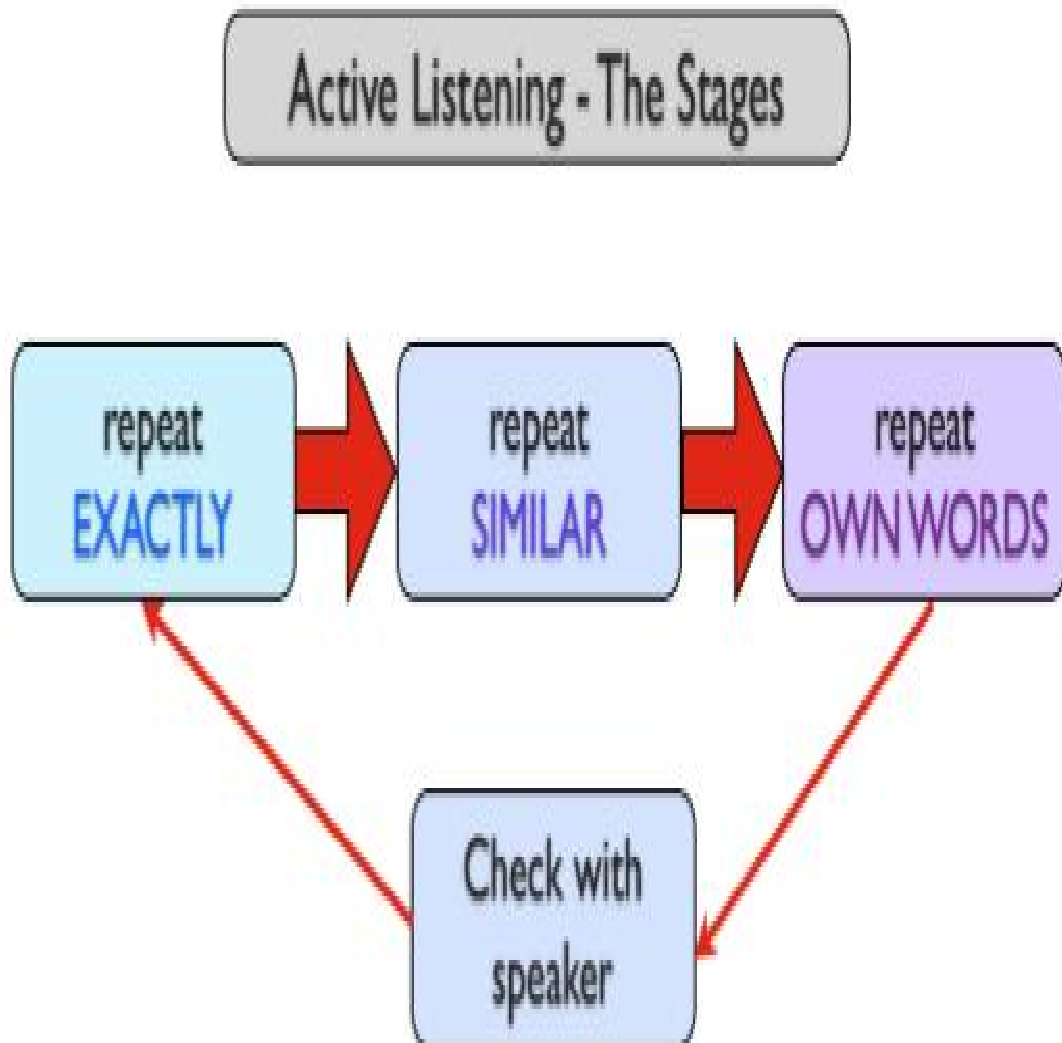




Figure 6. Active Listening (Simpson2012:26.)



If any person wants to establish rapport with another one, he/she must watch this person and listen to him carefully so he/she can notice his/her tone voice, his/her hand gestures, his hand movement and his/her language of the body. After that, he/she can look and create in his/her, mind how he will mirror the one. He/she can imagine what he/she will do in the following conversation, situation, or meeting with this person.

Rapport can be very successful if the person can mirror the others without receiving negotiation feeling from it. As it is known, NLP helps the people to model the others without copy and paste everything from them. (Knight 2002:292-296; Mcleod 2007:75-77; Roberts 2006:19-21.)

For example, if the representative of the firm is very speed in his speech and will sell one product for the customer who speaks very slowly. So in this case, the seller must speak quietly slowly, he/she doesn't need to be at the same level of a customer, but at least he /she tries to be close for the customer. The same thing happens in the conversation between the leader and his/her follower or manager and his/her employee. If the voice of employee is hushed, but the natural voice of manager is very high. In this situation, the manager can make down for his/her voice so he/she can influence his employee. Furthermore, if the person uses similar expressions and words, it will help to create a perfect channel of communication with another.

For example, one of the sales managers had one client always refuse to buy any product from his firm. He thought the information about the product doesn't give this customer what he likes or desires. Therefore, he started to make a plan for establishing rapport with him. Then, he made a meeting with him, gave him a chance to explain what he wants exactly from the company and sales manager paid attention to the customer's words, body language and voice. Then after twenty minutes, he starts to explain the service of the company by using similar body language, voice, and words of his customer. The customer started to like the new way of presenting the firm services, and at the end, the client agreed to use the organization services.

In leadership, creating rapport between the leader and his/her group of a follower, it is more complicated than establishing rapport between two people. For example, one of my friends works as a manager for Medicine Company; he has a big team for marketing so that he influences them and push them for moving forward. He must establish a strong rapport with his group work by many things as follow. First, he always greets each member by using his first name. Second, he usually uses similar words with them. (Knight 2002:300-303.)

If the leader wants to affect the other for a common goal, he/she must have high self-confidence. In the end, the rapport is something necessary for a strong relation between leader and followers and between the people in their general life. The fastest way to influence others starting by building rapport. (Knight 2002:303-304.)

**Feedback:** The feedback is an essential step in the relationship between the leader and followers. Because feedback gives a chance for the boss or chief to evaluate his/her follower on the other side, it provides the follower with an opportunity to see the result of their action, what they are doing perfect , and what thing needs to be improved and developed in their performance. (Knight 2002:335-336.) The leader of a group use feedback for many reasons, first when he/she has aggressive or defensive members, so the best way to tell them about their performance is feedback. Second, if the leader is so busy because of many tasks and doesn't have time to talk with his /her group.

Feedback is essential for learning as in this NLP assumption " there is no failure only feedback." The team works in the company or the firm has perfect chance to learn from the feedback of their leader or boss or manager. Feedback isn't only required for followers but is necessary for the leader as well. For example, Sue knight in her book NLP at work said, she had a speech about feedback from one of the managers.

He told her his team members always try to give him comments and feedback about his treatment with them but he never listen to them, he still refused to get the comments or

receive feedback from his team, so everyone in his squad gives up about feedback. He lost the channel communication with his group, and he doesn't know how he will do his business. As it was shown, the leader needs to listen to his team so he won't have the communication channel with his/her followers so he /she can't achieve the common task. The best way to achieve the target from feedback. (Knight 2002:336-346.) Robert Dilts showed how the feedback works between the sender and receiver in figure seven (1996:163.).

**Coaching:** Business leaders need coaching to make more effect on their staff. (knight2002: 367; Linder-Pelz2010:15.) If the leader doesn't have coaching skills, he will fail to lead some people in his team. For example, David was a sales representative; he worked for three firms in the last two years. He had a goal to be a leader for the sales team. Then he got the chance in a new company to work as team leader, but he faces some troubles with a few members of his team, he didn't know to guide them. He quit his job and got another chance in another firm, but he faced the same problem. (knight2002: 366.)

In the last example, David must find a solution for this problem, why his staff each time doesn't follow what he says although he is expert in the sales field. In some cases, the companies do management training. In this case, NLP can be very helpful. If David was practiced "NLP coaching," he will have the ability to coach his staff and become more (influence) leader. AS NLP defined before "the study of the structure of subjective experience." (knight2002: 352.)

In David's Situation, the problem stills the same although he changes the team and company, which means the problem, exists for himself. In David situation, he needs NLP Coaching training to know how he will train the other people. How he uses NLP techniques to handle with different people, come from different behaviors. If he were taught all NLP techniques which can be used in coaching, he would succeed with any team in any company.

NLP coaching helps the people to know what steps for changing are and how they generate a platform for changing. NLP helps them to discover their inner resources, which are required for achieving the outcome. When the coaches use NLP Assumptions, he/she can provide their clients to know their resources.

As it was shown before "we already have all resources from the past which we need, each one has all the experience and experiments in the past which can help him/her to improve his way in Life. (Knight 2002:357; Linder-Pelz2010:16-18.)

These inner resources are required to help every person moving from present state to the desired state. NLP coaching helps the leaders to know where they are and where they like to go and how they will reach for there. For example, if sales manager has target fifty thousand euro for this year. He just achieves until now with his group five thousand euro. We called this Present state and the target fifty thousand euro is desired state.

If Ali wants to reach for the desired state, He needs to go through different steps such as applying advanced skills of sales. Then he makes a new strategy for his team, builds a strong rapport with a team, coaching his team for presentation skills, coaching his team for how they deal with different customers and makes monthly sales plan. He won't fire someone and hire another. He doesn't need that. He has all resources, which are required for achieving the target. What he needs to see how he will use all of them together. (Knight 2002:357-358.) As it is shown in the figure number eight, If the present state=desired state, that is good. However, if present state isn't desired state, so he must ask himself what else needs to prepare until he reaches for the desired state.

The coaching can help the leader to get the best result for his team by the following step: (Knight 2002:359-365.)

- Establishing effective communication and relationship with him/her and his/her team.
- The followers must be more independent and here more responsibilities toward their job.
- He/she helps his/her followers to feel more valued by teaching them new skills and helping them by generating a perfect environment for more productive in the

company.

- The coaching is essential for leadership. The leader by coaching can help his team members to know their level of active to make a change and achieve the best result in their task.

### **3.10. Leadership and NLP Assumptions:**

Some assumptions of NLP can be very useful for leadership. If the boss or manager wants to be an instrumental leader, he /she must keep in his /her mind this assumption "everybody has his/her map of the world" the world maps of the people come from the past experiences. Their systems of representation received. These experiences. The maps of mental are different from one to another. For example, "seeing is believing" for many people, on the other hand, some people like to hear the other opinions plus seeing.

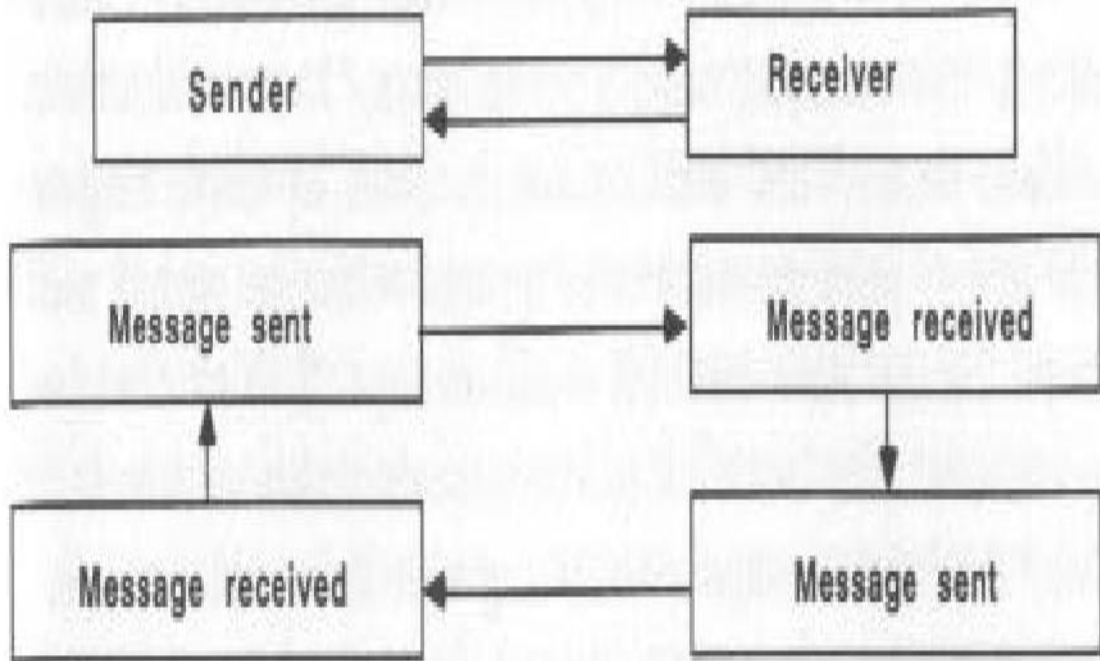
In addition to, some people want to talk while others are hard to speak and communicate by verbal language. When the leader knows these different maps, he will realize how he can handle with different people. If he has visual followers so he /she must depend on images and optical communication, on the other hand, if the followers or team members are verbal so the boss must rely more on talking and speaking.

Another NLP assumption which is "Each behavior has positive intention" Each leader must apply this assumption; he will be a very successful leader. This principle can be beneficial if the boss or manager handle with people have different thinking and styles for interaction with the situation. Such as, Hassan is a leader for the group of sales representatives, and during his meeting with them, he receives some wrong actions or words from some members, and he was affected negatively by these wrong actions.

He may make reports for his general manager against these members to fire them, but if he understands there is the positive intention behind this action, he will start looking for it. What the hidden message behind this word or why they do this action toward him. It may happen because of misunderstanding for his orders or leadership way. In this case,

he will start to know what he must modify and change in his communication with them. Each leader must realize, there is a big difference between his world experience and the real world. (O'Connor:2002; Cooper2008: 39.)

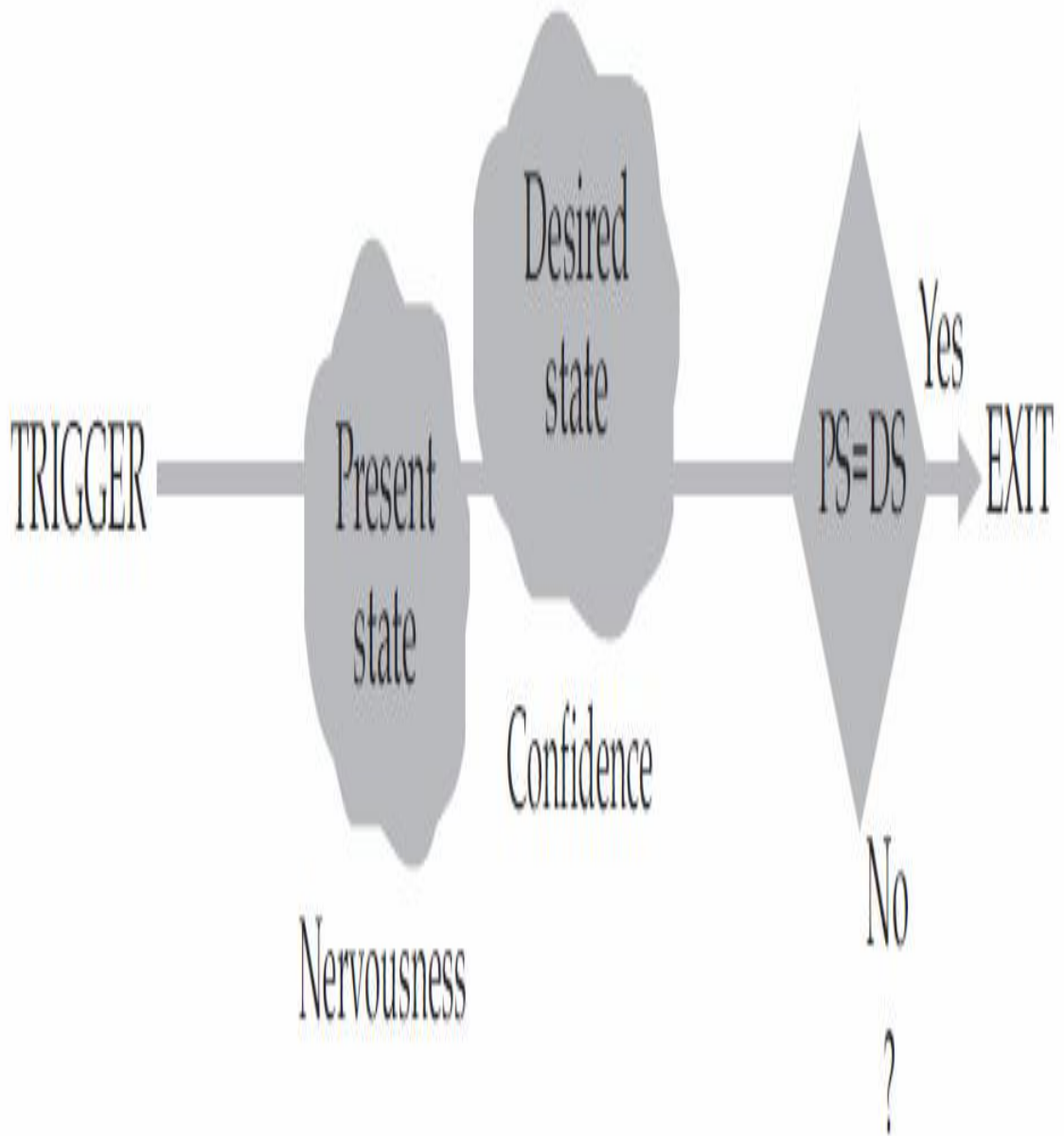
Figure 7. Feedback Loop (Dilts 1996:163.)



**Feedback Loop Between 'Sender' and 'Receiver'**



Figure 8. PS and DS (Knight2002: 358.)



#### 4. METHODS OF COLLECTING DATA

**4.1. Types of data:** Collection of data express about the way and process that resources used to gather the required data. The data is collected from different sources by the researcher. This data could convert into information, which can help the researchers for answering their research question. There are two types of data are primary data and secondary data.

"Primary data" which the data gathered for the specific question of the research. (Boeije & Hox2005:593.) Secondary data refers to data, which gathered from the past and re-used for another question of research. (Boeije & Hox 2005:597.)

First, Primary data have many benefits as follow: first, it is gathered for specific research problem or question. Second researchers knew the data very well because they collected by themselves. Third, it is new data and gathered in the time of research. (Boeije&Hox2005:594.) Primary data can be collected in different ways such as surveys, interviews, and questionnaire. (Mousa: 2005.).

The survey is always used to gather the public opinion. (Mousa: 2005.) However, the researchers always make private studies of their research problems. (Mousa: 2005.) Regarding interviews, there are many types of interviews, which can be used for primary data by the researcher. (Mousa: 2005.) They include the following "structured interview", "semi-structured interview", or "in-depth interviews", "standard interviews", "non-standard interviews", "respondent interviews" and "in format interviews". (Saunders & Lewis& Thorhill 2007:312.)

"Structured interviews" relied and depended on more on standardized questions, and it used more for "quantitative research." In addition to, when there is a relationship between the interviewer and respondent, the interviewer must use the same tone of voice and deal with the respondent formally. (Saunders & Lewis & Thronhill 2007:312.)

"Semi-Structured interviews" is used in the case when the interviewer know, and he can't meet the respondent for another time.

The interviewer can change the question from one interview to another. (Saunders &

Lewis & Thronhill 2007:312.)

"Unstructured interviews" the interviewer has more flexibility; he doesn't have standardized questions to ask the respondent.

He gives a chance for the respondent to talk freely about beliefs, events, and behaviors without limitations. The interviewer can use open questions; this type of data can be divided into main types: first, one to another when the interviewer will do his interview with just one respondent. He/she can do it by three different ways are direct meeting with him/her or by telephone or email interview. Second, one to a group, which about the interviewer will do his interview with the group of people. It can be done by two way, direct meeting with them or by meeting through the internet. (Saunders & Lewis & Thronhill 2007:312-313.)

**Secondary data:** this data, which is available by other sources such as the internet. It referred to the data, which collected by some researchers and then it is reused by other researchers for other topics. In addition to, it can be used to qualitative and quantitative data. (Saunders&Lewis&Thronhill2007:248.)It is divided in three main types are "documentary, Multiple and Survey". (Saunders & Lewis & Thronhill2007:248.)

**Documentary** which is used to with primary data for some projects such as research of business history. It contains two types as materials, which are written like documents (newspaper, articles, magazines, journals and book or correspondence and speak transcripts. Second, the materials aren't written like films, drawing, pictures, records of videos, and programmers in television. (Saunders & Lewis & Thronhill 2007:248-249.)

**A survey**, which refers to questionnaires, has been collected and analyzed by their researchers. It can be used again for another research and includes three types are "censuses" which refers to the data were gathered and collected by the government like data about population and employment. Second, "Continuous and regular surveys" which refers to the data are collected by government and repeated in regular times. (Saunders & Lewis & Thronhill 2007:249-250.) Both of them can be useful resources when the researcher needs big data to compare for extracting his research findings.

"Ad hoc survey" are the data, which have been collected, by researchers and the interviews or data, which was gathered by government and organizations. This data isn't repeated like survey, it may be collected before in the past, and it was saved in the archive. Then the government let, or company or firm let the researchers to use again for developing this data and reaching for the desired findings. (Saunders & Lewis & Thronhill 2007:250.) Fourth, "Multiple source secondary data" relies on both types survey and documentary data. It combined with both data to answer the research question. (Saunders & Lewis & Thronhill 2007:251.)

It includes two types; based on the area like government publications and based on time series like industry reports and statistic. The researcher can use this type to combine between different variables from many surveys or the same survey, which is repeated many times to answer his research question. (Saunders & Lewis & Thronhill 2007:251-252.)

The researcher can collect the secondary data through his literature review. He/she can find a lot of data in the books, articles, and journals. In addition to these articles and books can provide the researchers with the references to the data sources. (Saunders & Lewis & Thronhill 2007:253.)

#### **4.1.1. Qualitative research:**

It is one of the two main types of research and works with non-numerical information to search for the meaning of this data so it can help the researcher for answering his research question. (Mack & Woodsong & Macqueen & Guest & Namey 2011:1; Saunders & Lewis & Thronhill 2007:470; Tracy 2013:4-6; Ritchie & Lewis 2003:2-3.) It gives a chance for the researcher to investigate and examine the actions, behaviors, and interactions, which happened during the interview. It makes the result, which wasn't selected in advance. It gives information to research about the people regarding emotions, opinions, behaviors, beliefs, and individual relationships. (Mack & Woodsong & Macqueen & Guest & Namey 2011:1.)

#### **4.1.2. The difference between Qualitative and Quantitative:**

The biggest difference is flexibility. Quantitative research is stricter and doesn't give a chance for a researcher to be flexible. The qualitative is more flexible and gives free chance for the researcher to ask what he/she want. The researcher can choose the way of questions that can be open-ended questions so the respondents will give a long answer which provides a lot of meaning. (Mack & Woodsong & Macqueen & Guest & Namey 2011:3.) Another difference that quantitative research or data relies on the meaning, which can be extracted from the numbers but the qualitative research, relies on the meaning, which extracts from the words. The quantitative depends on standardized data, and the results are collected in numbers, but the findings in qualitative are divided it into categories. (Saunders & Lewis & Thronhill 2007:472.) Furthermore, there is the formal relationship between the participants and researchers in quantitative on the other side, the relationship between both of them like friendship. (Mack & Woodsong & Macqueen & Guest & Namey 2011:4.)

#### **4.1.3. How to do good qualitative research:**

The researcher needs many skills and follows some steps in collecting qualitative data. The researcher must have six skills or abilities to collect this type of data as follow: Clever listener who must skill of listening and not just hearing but it relies on more on what he realize and notice during his listening. He/she must look at their body language, how they talk and how they move their hands and how their fascial expression. He/she must have deep listening, which means, he/she must understand what behind words. What's implicit message from their speech? The researcher must realize the environment and society of their participants. (Yin 2011:26-27.)

Although the listening is the effective way to collect, perfect data and much data can come if the researcher makes good questions for his/her participants. It is high risk without choosing the right questions because if the researcher fail to make good questions, he/she gather inessential data. (Yin 2011:27-28.) The researcher must have a lot of information about his/her topic of study as enough and study the previous studies, which have the same topic or close topic. So they can avoid repetition In addition to,

they must study the results, methods, what kind of data they used, what is a type of research they follow.

All of these things will help the researchers to make or add something new and create new things instead of repeating the same results or findings, which have been in the last studies. Furthermore, the researchers must read the recent studies and their papers very well and include them in his/her literature review. (Yin 2011:28.) The researcher must be very concerned when he/she deals with data. He/she must keep his notes and conversation in a safe place so that he/she can avoid losing important or necessary data.

It doesn't matter how much data he/she gathered. He/she can lose some information from the data if it is easy to replace it. But if some important data are lost, it will lead to failing or make a big problem.

For example, if the researcher has one conversation with a participant, he/she takes some notes during the conversation. If he/she loses these notes, he/she can't write them again. Because of this, when he/she was influenced by the participant. Even if he/she repeats the same conversation with the same respondents, the participants won't give the same words or feelings. Therefore, the researcher must be so much care about his data. (Yin 2011:29.)

The researcher must do many tasks at once for example when he is with a conversation; he listens carefully, thinks critically, takes comments or notes as well and has the whole understanding for his/her speech. (Yin 2011:30.) The researcher must be a perfect guy in dealing with the research. First, he must be flexible. Second, he has to be open-minded, and willing to learn something new because he will face a lot of problems and difficult situations for example,

In my thesis, there are many problems, it was hard to find NLP coaches as participants, and most of them need money to answer my questions. In addition to, it was a big challenge to find good sources for my research. So if the researcher doesn't know how he/she will organize his/her power. These problems become a big obstacle for his research. (Yin 2011:30.)

#### 4.1.4. Methods of gathering the data:

The interviews which refers to conversations includes questions have been asked by interviewer and then respondents give answers. (Tracy2013:131.) The main goal from the interview to give a big chance for the researcher to understand and discover the respondent from different sides. He/she can notice or realize what kind of body movements when the respondent answer and takes some notes about their impression of them in that situation.

The interviews are always common thing between the people. The researcher needs strategic plan to know he/she makes the interview successfully. (Tracy 2013:131-132.) The researcher or interviewer control the conversation more than respondents do because he guides the directions of questions. Most of social sciences depends on interviews because the participants can tell their stories during interview, these stories includes or contain their experiences, motivation and opinions. In addition to, the interview can include their explanation for their opinions in some cases or their actions in some situations.

The interviews provide and enhance the research by good information and details about the past celebrations, emotions, disasters, and events for the participant. (Tracy 2013:131-132.) The interview can be classified to two main types are structured and unstructured. Structured refers to the questions list have been repeated much time in the same framing and expression. It relies on strict questions; it uses the large sample. It may need from the researcher hire assistants to make some interviews with some participants.

**Unstructured:** the researcher is more flexible in preparing the list of questions. The flexible questions are more used in this type, and it doesn't require formal meeting with the respondent, it can take place during drinking coffee or having the meal. (Tracy 2013:139.) The interviews can be different regarding the research goal. It can be five types as follow: Interview of Informant, interview of Ethnographic, interview of respondents, interview of narrative and interview of biographic or story of life. (Tracy 2013:141.) Interview with informant is used to describe and identify the respondents who have experience, talk and explain stories. The respondents are friendlier, and they

may have a long relationship with the researcher. (Tracy 2013:140-141.)

Interview of Ethnographic happens and takes place during breaks, meals, or home parties. These interviews are friendlier. The participant participates in this conversation for spending a good time. Interview of a narrative is close to unstructured and the questions about the experiences of respondents. It uses open-ended questions. Interview of biographic refers to participants or respondents who are going to tell everything about their whole life. The researcher uses it when he/she wants to discover something about the historical event. It uses big questions so it can give a chance for participants to tell big stories. (Tracy 2013:140.)

There is big difference between the research question and interview question. The research question needs long academic answer so the question is more academic and complex, on other hand the question of interview must have many features as they must be very clear questions, they aren't repeated in different expressions because it makes the participants feels boring and disappointed , they are accompanied with example or stories questions. (Tracy 2013:144-145.)

There are four types of questions are opening, generative, directive and closing. (Tracy 2013:146.) Opening depends and relies on establishing rapport or relationship with the respondents so the first question must be specialist to build rapport. This relationship makes the respondents feels comfortable. The questions must about the experiences and then researcher will follow up with other detailed questions.

In addition to, the questions must be inviting and very easy. Furthermore, the interviewer must avoid questions about summary or opinions or feeling at the beginning because they will close the conversations too early. (Tracy 2013:146-147.) Generative are designed for creating frame of talking. It is used in many cases as when the researcher wants to discover more about the memories and knowledge of respondents in some events or situations.

In addition, it is used to make the respondents imagine their actions, behaviors, thoughts, and feelings for specific situations. It can be used to ask about the motives



which behind some situations. (Tracy 2013:147-149.) Directive is used to ask about specific information during the conversation. They can be complex or difficult to answer and must be asked after build strong rapport with respondents.

It can use questions, which their answer yes or no like survey in quantitative data. (Tracy 2013:149-150.)

The researcher express about his grateful to the participant and the last question must be follow up question because the researcher may need other details about some specific information in the interview. (Tracy 2013:151.) Finally, the interviewer must be open-minded, has a great knowledge about the topic, has to be gentle and give a chance for the respondents to tell their stories in the way they like. (Tracy 2013:161.)

Second method is "focus group": the researcher invite group of people from three to nine or more and discuss with them the research topic. He chooses the participants in terms of many factors as their knowledge, their experience, and their previous work. It is good method if the researcher plan to meet group of participants at once because of lack time or money. It helps the participants to encourage each other. (Ritchie & Lewis 2003:170-173.)

Third method is observation; it does not rely on the interview or conversations with individual or group of people as the last two methods but the researcher start to make comment about some events or situations, which he/she attends. Furthermore, the researcher will take part in these events and then he will start to make comments about how the actions of the people in this event, how they interact with each other, and how the environment around them was. This method gives chance to record the events and situations so he can watch it many times and takes comments as he/she can. In addition to if he/she isn't fast to realize and make comments, he/she loses part of important information. (Yin 2011:143-147.)

## **4.2. My Data Collection:**

### **4.2.1. How to analyze data:**

First, the researcher must read each question and its answer from respondent many times. Then he starts to take key words from each one and collect in the separate paper. After that, he reads the answers again, compare each key word with its question, and then start to make key sentences. He starts to analyze these key sentences. His analysis relies on his understanding of the information in each answer. Through this interoperation, he starts to create a story, which explains what respondent, or participant means in his/her response to the questions. The data must be divided into categories, which will identify the research question. These categories play as keys to answer the research question. The researcher can divide the information to produce the results of research. (Saunders & Lewis & Thronhill 2007:470-472.) The goal from that to make meaningful for the information and details in the data. (Saunders & Lewis & Thronhill 2007:479-480.) This way help the research to extract the importance information and focus on it. After that, the researcher starts to compare between these categories and collect the similarities together and put the difference separately. Then he/she can extract the conclusion and result from these similarities and differences.

### **4.2.2. Reasons for using Unstructured Interview:**

My thesis relies on unstructured type for two main reasons: first, it gives more flexibility to change my questions when it is necessary. Second, it gives me a chance to use open questions because my thesis relies on qualitative data and it needs a lot of explanation so it can to big picture for analysis. My data collected by email interviews because NLP trainers and coaches who will be my respondents to the questions are in U.K. and U.S.A. They rushed during the day, so it was tough for me to interview with them by Skype, the email interview that was the only way to collect the answers for my questions.

#### **4.2.3. Reason for using Documentary Data:**

My thesis relies on documentary secondary data was collected from written materials are available on the internet. Furthermore, it relies on my search on google and other search engines and after a long time, I had collected four interviews, which are interesting to my research question. My thesis needs secondary data for some reasons, first the primary data, which has been collected, it wasn't enough to answer my research question or extract the desired findings. Second, it saves the time because primary data was collected in very long time and the respondents for interviews are always very busy, and most of them don't reply at all. In addition to, some of them promise to answer, I wait for them for approximately one year, and they reply to me at all. In the end, two main coaches reply to my email interviews. Third, these internet interviews are very interesting to my research question and help me to reach for the desired findings.

#### **4.2.4. Qualitative and Quantitative:**

There are two more types are quantitative research and qualitative. First, quantitative express about the data, which are quantified or numbers and includes many types such as "Categorical" which express about the values of data can't be expressed by numbers and can be divided it to categories to the features. Second, "Quantifiable" refers to the data are numbers. (Saunders & Lewis & Thronhill 2007:409.) The quantitative has many benefits first; it is very fast to collect it as data. Second, it relies on numbers, which is very easy for understanding, and get the findings. Third, it gives opportunity for the researcher to use statistics methods, which help him or her to understand big amount of data.

#### **The reason why not using Quantitative:**

My thesis doesn't use this type because it needs a lot of participants and the big amount of sample and that was difficult because it requires a lot of NLP trainers and coaches to answer my survey questions. In addition to, most NLP coaches or trainers don't answer the questions except if the person pays money for them, and that will cost a lot of money.

Furthermore, Qualitative enhances the chance to analyze the data in depth. It provides

human experiences, actions, feelings, and emotions, which are required to my research questions. It gives more flexibility to ask open-ended questions in any form. It relies more on informal interviews or unstructured interviews, which are suitable for my case. The data will have a lot of information and details about NLP and leadership. It needs a few conversation, which saves time and cost as well for my research.

#### **4.2.5. The participants in my interviews and secondary data:**

We are going to give some brief biographies for the NLP coaches who participated in my interviews and secondary data from the internet as well:

**Steve G. Jones:** He is a certified trainer and coach for NLP. He is a pioneer in clinical hypnotherapy. He is a founder of American union of NLP. He was actor and producer of many American movies and T.V. Shows.

**Jimmy Petruzzi:** He was a coach for NLP and hypnotherapist. He trained a lot of people in the center of excellence and NLP center of excellence. He is expert in hypnotherapy, performance coaching, and CBT. He taught many businessmen, women, and players in football teams. He is the founder of Vita online learning and co-founder of NLP center of excellence with Sara Lou-Ann Jones. In addition to, he is an author of Excel at the sports book.

**Sue knight:** She is an international coach, author, trainer, and consults of using NLP for the people who work in business. She trained people in different countries like U.K., Australia, and India. She is an author of many NLP books like NLP at work and NLP and leadership.

**Ian Pitchford:** He got NLP training by EDGE Company. He interviewed with Edge and published online on their website. Ian served in Royal Navy for many years and got

NLP training to improve leadership skills in military.

**Rachel Hott:** she had Ph.D. in "Clinical Physical." She is a certified trainer and master practitioner of NLP. She is chairman and manager of the NLP Center of New York.

**Penny Tompkins:** She is coach and trainer of NLP. She is a co-founder for Symbolic Modeling with James Lawley.

**James Lawley:** He is certified NLP trainer and business coach. He is a co-founder for Symbolic Modeling with Penny Tompkins.

## 5. FINDINGS

**5.1. Theoretical Framework:** There is the potential relationship between NLP and leadership. We try our literature review to show this NLP can help the command through its assumptions, skills, and techniques. The importance of NLP is improving leadership skills for leaders and followers. In addition to, it was shown in the literature review, some of NLP techniques like mirroring, rapport, feedback and coaching can enhance and develop the leadership skills and improves the communication and connection between the leaders and his /her followers. Here in our findings, we are going to prove how NLP can help the leaders, managers, teachers and their teamwork regarding improving the way of communication and relationship among them.

As it was explained in methods chapter, my thesis relies on primary data and secondary data. Primary data was collected by email interview with Jimmy who is NLP coach in U.K. and Dr.Steve who NLP trainer in U.S.A. The secondary data was collected by using Search engines like yahoo, google, and others. It includes four interviews with NLP and leadership. After Analysis is done, it was many similarities and differences between the primary data and secondary data. Here are findings for both of them:

**5.2. The Similarities between Primary and secondary data:** There are many NLP techniques are similar between my interviews and the interviews, which have been collected by Google; these techniques are Model, Feedback, Rapport, Reframing, and Mirroring. Here I am going to shows all of them by analysis the findings in each one separately as follow:

**5.2.1. Model and leadership:** First, Model of excellence and success as Jimmy said, "Using NLP in Sports, Neuro-Linguistic Programming (NLP) is the process of creating models of excellence.....NLP is about creating models of success."

**Analysis:** He clarified NLP could develop the leadership skills by using modeling technique because NLP helps the leader or the people (who intend to become leader) to generate the models of excellence from the top successful leaders in their fields. NLP develops and improves the minds of its users because the person who wants to model suc-

successful people such as famous player, athlete or successful president, he/she must have the healthy mind so he/she can analyze this model and capture what he/she needs for herself. As it was explained before, there is the big difference between modeling and copying.

Copying means the person will take everything from another whatever if this thing can fit him/her or no, on the other side model refers to how someone can analyze the process of successful. Another person and take what fits his character and can help him/her to be top in the same field. For example, when I was in toastmaster club, Indian friend who work as manger had speech, he told me after I finished the speech, he took the model from my speech last time and see how I was moving my hand , had eye contact with every one and how I was confident in my speech. That what we called model, so he took the model from my speech skill because he saw it was suitable and perfect for him. As Dr.Steve replied to my question about using NLP to develop leadership skills that "I guess there are many techniques like .....modeling." As it was explained before: Modelling is the way to watch some good leaders as models and then analysis their process and then the person starts to take what can fix with his /her personality.

**Model can improve the relationship between follower and leader** as Dr. Steve said as part of his replying to my question about using of NLP to develop leadership skills between the leaders and follower that "you know just basis stuff as I mentioned before like .....modeling"

He explained that Model could be very useful technique to improve the relationship between the leader and follower. I still remember when I was leader for team work in oil company in my home country, one of my followers always try to watch me and mirror my way of speaking, when I asked him, he told me that he saw me very good boss special when I talk, he want know how I speak, he will use the same way in his replying and at the same time, it will be advantage when he became boss or manager someday. He was a very effective member and has strong communication with me.

**Model can be from ourselves** as well as Sue said about the skills of NLP can be useful "what's called "model" themselves.....so that they've got the pieces, and they can develop it, improve on it."

She explained Model as a first skill, which can be used to develop and improve leadership skills. The model can be used to teach the people how they can repeat the desired skills from good leader successfully once before, they can speak to their friends about what they were doing. When they speak, they will notice the steps, which they did, and that will create which they can use it again to repeat in many times. This different definition for the modeling because modeling express about the person look at the excellent leader and then try to model the skills which can fit him/her but Sue said Model could also be from our selves. For example, Representative of sales communicate very well with his customer very well, and he wants to keep this high level of communication so if he /she speak with himself /herself loudly or with some friends. He /she will notice what steps were done during this meeting then he /she can model these steps in the next situations with other customers.

**Model the skills of other leaders** as Sue said about Model "we can also benefit from what's been discovered from other leaders, and try that out, as well. We can shortcut that process"

Sue explained modeling isn't just to learn what learned from ourselves but we can model other successful leaders and see their process of leadership and then we can take what is suitable for us and repeat it. If the person wants to improve his body language, he/she can model the way of speaking for a famous leader who fit his/her personality. If the person wants to know how he/she can inspire the others. Therefore, he/she can watch famous inspired leaders and notice their way of speaking and their movements and then he can take what he/she needs to himself/herself.

**The difference between Model and copycatting:** Sue said about the difference between Model and copycatting "Modeling, ultimately, is about modeling yourself. It might be that you recognize the quality in somebody else"

Modeling isn't copy cutting, is very different because of copy cutting you to be the whole things without developing or improvement, whatever if these things fit the person



or no. On the other hand, modeling is about the search for the best skill, which you need, and fits you with others. Then he/she start to watch carefully the model person and notice every movement of that person. Then he starts to make an analysis of these actions and movements and measure other aspects around the model person such as the work environment and his society. After that, he will know what skills from this one can fit him and what skills can't fit him. That is the biggest difference between model and copycatting

**Model and physiology technique:** Sue said "One very simple tool is if they're either modeling somebody else or modeling themselves is to capture the physiology of that."

She explained some tools about how the leader can model other leaders by using physiology technique, which means when the leader is going to model some particular thing or skill from other leaders. He/she must look at their body language and movements, how they move, how they fit and stand, their facial expressions when they perform this particular skill. This way is the best way to model the skill exactly, the person has to watch many and many times, look at his model very well, so he/ she can notice how he/she will repeat this technique.

**Model can be done from absent person:** Sue said "But there's lots of modeling. I mean, I am a great fan of Lance Armstrong, and I've never met him. "

Sue discussed if the person can model someone, he/she never meet him before. Sue showed one example for herself, Lance Armstrong influences her, but she never sees his face to face. She intends to make the invitation for him and then she clarified if anyone likes to make leadership model from some famous leaders, he/she can read their books.

Then he may get their language and some other information but if the person wants to get the whole things. He/she must look at how they do it and then he/she can model them. Therefore, Model can be done without seeing the famous leader by many steps. First, the person must watch his videos or films. Second, he/she must focus on each moment and then he/she can start to take notes and analysis to reach for which skills he/

she want from that model leader.

**Models is useful techniques for teachers and students:** James said "We believe that, on this type of course, the way a teacher mostly teaches is through role modelling"

He means modeling is the best way for teacher to teach students as it was explained before, the modeling doesn't rely on copy or to look like the model person 100 %. It relies more on how the person models the skills, which he needed for himself. The best student or follower who can model his leader, teacher, or coach without becoming the same character.

For example, when I was student in secondary school, my teacher offer for me to teach part of the lesson to my classmates, I was thinking how I can teach them successfully, I took my teacher as model , I just copy the way of his speaking during the lesson that what I needed from him. I gave the part of the lesson, and it was perfect.

**Model by comparing between two famous leaders:** Sue Said that "I think that's very interesting if you compare leaders. If you take the recent presidential elections in America ...We've got a lot of present states.....And what we need is somebody to step up speak in a leadership way, speak regarding future desired states."

Sue tries to explain the benefits if the person compares between two leaders and model the best skill from one of them or the mix between both. She gave an example by American elections how the person can look at the similarities and difference between both candidates and then she /he can decide what will fit him/her to be the model. If there are follower desires to be the leader, he/she will listen to a leader. And see what he needs to be changed what we called current or present state then he/she would try to change and move to future or desired state. So current state is the state, which needs to be changed, and the desired state is the state, which the person needs to reach for it. Between the current or present state and future state is the way of improvement. In addition, NLP helps the leaders by its assumptions and techniques like modeling and coaching to go in the perfect way of improvement or development to reach for the desired state.

**5.2.2. Feedback and Leadership: First,** Feedback from teamwork to leader: Jimmy Replied to my question about the leadership skills, which can be developed by NLP that "Encourage feedback and accept failed attempts without punishing, belittling, or giving up on the other person."

He started to focus on what other leadership skills can be improved by NLP such as NLP prepares the leader to be interested in feedback from his group because feedback will help him to be aware of the feeling and thoughts for his followers. NLP teaches the leaders to put themselves in the places of others so they can know why they do these actions and then select the good plan to cooperate with them. NLP teaches the leader doesn't give up on the unsuccessful attempts because of its Assumptions, "there isn't failure only feedback." NLP helps the leaders to discover what motivates their followers and if they know what motivates them, they can inspire and influence them to achieve the desired outcome.

**James said,** "You get assessments during the course, at the end, and after the course. Some of the most useful feedback comes weeks, months"

He explained about how the feedback from their students can help them to improve their way of coaching any training of NLP. The feedback is always important and very useful for NLP trainer or coach because he/she can know if his way of teaching or coaching was successful or not. He receives from his students, what was good during the course and what was wrong. The feedback is Mirror for the leader; he can see himself by knowing the opinion of his team. One of my friends works as assistant professor in Germany, and he told me that feedback is important to him. He knows what he will do to improve his teaching way or the course through the feedback.

**Feedback from Leaders to his team or followers:** Penny Said "However, when students are examining how they think, if they do not get high-quality feedback and input from the trainer"

Penny talks about the feedback from NLP trainer or coach to their trainees or students. In addition, this is the second way of feedback, which is very useful and makes the training very successful. The students or trainers always need evaluation or assessment about their work. If they follow the guidelines and instructions during the session of

training or no. This always helps them to keep in touch with their leader or their coach, in addition to, it is the best way for the coach to give the comments and evaluation for each participant about what he needs to improve and develop himself /herself.

**Feedback from follower to his coworker:** Penny said: "Many of the exercises are designed for three people, two participants working together and the third person observing."

This is the third way of feedback; the participants give evaluation for each other. Penny created the new way for making this type of feedback by dividing the class into small groups, and each group has three students than two students give each other the feedback and the third one observes them. This type of feedback pushes the participants to get much out from the training as they can. This is a new way of feedback, which I never see it before. However, it supports the other two way, which is feedback from leader to followers and feedback from followers to their leader. However, when the followers start to give each other feedback and comment about his/her performance that will help them to develop and improve their skills. However, this way needs cooperation, coordination, and trust between the followers.

**5.2.3. Rapport and Leadership: First,** Rapport is effective skill between leader and followers: Dr. Steve said as part of his replying to question about using of NLP to develop leadership skills between the leaders and follower that "you know just basis stuff as I mentioned before developing rapport"

Rapport can be established by both ways modeling and mirroring. These ways help leader and followers to understand each other and achieve the common goal. Rapport was explained before in the previous question but improving and developing rapport facilitate the communication and relationship between the leader and follower because rapport teaches the person he can listen carefully to another person and search for shared or common things between them. Rapport teaches the people to establish humor with others through laughing with each other and make some jokes about situation or case. Rapport helps the leader to use effective body language to influence more on his followers through direct eye contact, using the whole-body in his &her speech and us-

ing gesture hands. All of these NLP techniques it removes the barriers between the leader and followers.

**Ian said** about the reason of NLP helps the leaders to improve their skills that "The key to great leadership is building rapport"

As it was explained before the importance of rapport in leadership and each leader needs to make a good rapport with his team. The rapport helps him to establish a good channel of communication and understanding between the leader and his/her followers. The rapport makes the leader match each one by the different way because the people are not the same so what can influence on someone, it may not effect on another.

As it is known from, Assumptions of NLP that each person has his/her unique map of the life and the world, so which means each person has his unique behavior and attitude. That why NLP is very important for the leaders because it helps him/her to be more open mind and deal with different people with different skills.

**Rapport is very important between teachers and students:** Penny said about NLP for teachers "We form the course around the four pillars of NLP: ..., Rapport, the foundation stone of those four pillars is 'state management.' "

Regarding to rapport, she explained, if the teacher has rapport skill, they could have very good communication way with their students. Rapport is a good application to build excellent communication channel with students.

For example, when I was student at Secondary school, I had teacher of history, this teach was amazing , he always tries to build friendship with us and kept the distance between him as teacher and us as students , he started the lesson by asking ourselves about our conditions and after that said some funny stories. He established a strong rapport with us in this way and pushed us to study his course very well and achieve the best results.

**The ways of establishing Rapport:** Rachel said, "The best ways to build rapport are to backtrack and nonverbally mirror."

She added new ways to build successful rapport as follow:

- Backtrack is how the person listens carefully to the words from another and then summarize them and repeat back to him/her.
- Mirroring, the person must mirror the nonverbal of the people to establish strong rapport. Nonverbal means body language includes fascial expression, hand gestures, a volume of voice. This is the best way to establish rapport.

**5.2.4. Reframing and Leadership: First, Definition of Reframing:** Sue said about Reframing" into”

Sue explained the meaning of reframing you put or discover another meaning is different from the explicit meaning for something happens. As someone takes the bus and see the father with his children, his children cry so much, so this person said to the father, which is big noisy, can you tell them to be calmer, the father said sorry because we just return from the hospital and their mother died. So here, the explicit message was noisy but the implicit message they are sad because of their mother death. That was reframing. Reframing is a very useful technique for leaders with their followers; the leaders take some wrong actions from their team because of misunderstanding their actions, that agreed with NLP Assumption Each behavior or action has positive message or intention. Therefore, if the leader understands the reframing from that action, he will deal with it successfully.

**The advantage of using Reframing in many sectors:** Jimmy Said about his experience of using NLP in leadership "Using reframing.....these NLP techniques can be useful in "sport, business, and therapy."

Reframing is very strong NLP technique; it helps the sports coaches or business leaders to understand the meaning of the situation. For example, if Football coach exits the player during the match, the player may understand that coach does not like his playing but when he asks the coach, he told him: he is the excellent player, but his exit was part of a tactical plan. That was reframing.

**5.2.5. Mirroring and Leadership :** Dr.Steve replied to my question about using NLP to develop leadership skills that "I guess there are many techniques like .....mirroring,"

Mirroring: this technique can be useful, it is different from modeling, mirroring means to copy the person as he/she is without any changing so if someone wants to be good leader in some fields, he /she can see who is very good and famous leader in the same field and then start to take his process of doing leadership and applying it without any changing.

Dr. Steve said as part of his replying to question about using of NLP to develop leadership skills between the leaders and follower that "you know just basis stuff as I mentioned before mirroring"

Mirroring can be very useful technique because when the followers can mirror the leader, it helps them to be so much close to him and easy to communicate and establishing strong communication channel with him. Rapport can be established by both ways modeling and mirroring. These ways help leader and followers to understand each other and achieve the common goal.

**Rachel said,** "Paying close attention to the client's overall style which includes mirroring their posture and gestures"

She tries to mirror the actions and movements for her clients so that she can be very close to her clients by this way. As it is was explained before, if the leader or manager wants to be very close to his /her group, he/she must mirror their body language, their voice, and their facial expressions. This way will push the followers for listening more to their leader. Furthermore, it gives the ability for the leader to be more influencer with his/her group.

### **5.3. The difference findings between Primary data and secondary data:**

There are many findings are vary between both of them; these differences can be divided into two parts are the findings in primary data and findings in secondary data. The

primary data have other NLP techniques as Anchoring, which can be useful for leadership, other advantages for NLP in leadership like NLP and improving emotion Intelligence for leaders, NLP for changing, and Famous leaders who use NLP in their work and private life. The secondary data has other findings such as the importance of NLP assumptions in leadership, other important NLP techniques for leaders like Calibration, Flexibility, Sensory acuity, and communication, and other benefits for NLP like the importance of NLP to achieve the outcome, and how NLP helps people to discover their leadership skills.

### **5.3.1. Other findings in Primary data (My interviews):**

**NLP techniques like Anchoring:** Jimmy Said, "Using .....anchoring ...these NLP techniques can be useful in "sport, business, and therapy."

Anchoring is very useful technique, so it helps the coaches to remember the last situations when they are happy or confident or something else and repeat to use in the current situation. Dr.Steve replied to my question about using NLP to develop leadership skills that "I guess there are many techniques like anchoring"

Anchoring consider each person has good memories for many things in his/her last life and when he see or watch something is close to one of this beautiful memories, he became at the same case of that previous situation. The leader can use this technique to influence on their followers by reminding them about last situations for their high performance; this way can help them to restore their power and high performance as it was in last one.

**NLP and EI:** Jimmy replied to my question about the reason for the leader to use NLP that "The ability to motivate oneself is intimately linked to the ability to understand and manage moods and emotions."

Jimmy explained how NLP could be useful for leadership skills through it improves Emotional Intelligence for the leaders. Because NLP helps the leader to identify their



feelings and thought. It gives a chance for them to know their values, which can affect their actions. NLP makes the leaders understand the moods and feelings for others, which facilitate the relationship and communication between the leader and his team, in addition to when the leader can make strong rapport with his team; he/she can motivate them to implement the common goal.

**NLP and Changing:** Jimmy Replied to my question about the leadership skills, which can be developed by NLP, that "Always carefully monitor ..., introduce the changes gradually"

He said the leadership skills could be improved by NLP are the ways of change. It was shown in my literature review before about the sixth stages of changing. The first one which was realizing that the person must realize he wants to change, second he must decide to change, third that person must learn how he/she can change, fourth they must understand the process and steps for changing. Fifth, they have to practice these steps for changing. Sixth, they must keep on this process of changing as follow:

- Build a good plan for changing and divide the big goal to small one so the person can achieve it easily.
- The people must analyze each step in changing to see what they need for next one.
- BE aware of the cost of changing to avoid unwanted or undesired goals.

**Famous leaders who use NLP in their work and private life:** Jimmy in his replying to my question about the example of a Famous leader using NLP that "People like Tony Robbins uses NLP."

Tony Robbins is a very famous global leader, and public speaker in U.S.A and western world uses NLP. There are a million people attended his lectures. He met John Grinder

the co-founder of NLP in 1980 and attended many lectures to him. He started to take John Grinder as Model for him after that he started his career until he becomes very famous public speaker and coach in U.S.A.

He launched the academy of leadership, and during his career, he counseled many famous politicians and sports leaders such as Bin Clinton, Serena Williams, Hugh Jackman, Wayne Gretzky and Pitbull and counseled many famous business leaders such as Marc Benioff, Steve Wynn, and Peter Guber. He was selected for the one hundred of worth magazine power in 2015 and 2016. The most famous quote for him about NLP and leadership is "there is no such thing as failure. There are only results."

Dr. Steve said as part of his replying to question about famous leaders using NLP "I've seen people watch videos of me and say how you are using that technique." Analysis: He said some of his friends watch his videos as famous coach and leader in NLP to learn how he can use NLP skills in his session of coaching. Dr. Steve is a famous coach in hypnosis and NLP in U.S.A. He trained many people from different sectors in different countries includes Japan, U.S.A, France, Mexico, Canada, and Spain. He participated in many T.V shows and movies as NLP trainer and Hypnotist Clinical such as Millionaire Matchmaker, and Door to the Dead. He always uses some NLP techniques such Mirroring, Rapport, and anchoring during his session with clients.

### **5.3.2. The findings in Secondary data (the interview that is collected by searching on the internet):**

#### **NLP techniques as follows:**

- Calibration: Ian said about the reason of NLP helps the leaders to improve their skills that "The key to great leadership is calibrating." Calibration of NLP helps the person to pay attention to the signals of nonverbal language his her movements of eyes, hands, and legs, and the volume of voice. This helps the leader to know his impression of the others. If this impression is negative, so he/she can improve or develop it. If this impression is positive, so he/she can go on and establish a strong communication channel.

- Sensory acuity: Penny said about NLP for teachers ""We form the course around the four pillars of NLP: ...sensory acuity." NLP improves sensory acuity for every teacher or leader by calibration, which expresses about the person, must pay attention to all nonverbal communication. At the end when the teacher as a leader can be flexible, have a good rapport with his students or colleagues, and have sensory acuity, he will achieve his target or have the best outcome.
  
- Flexibility: Penny said about NLP for teachers "We form the course around the four pillars of NLP: behavioral flexibility..." One of them is "behavioral flexibility," this is reflected NLP assumption that each action has positive message or intention. When the teacher applies this principle, it will give the teacher opening mind to understand the actions of students, especially who always do many misunderstanding actions, which can be shown as wrong actions. Changing of any behavior will lead to receiving a good result in their communication with students.
  
- Communication: Dr. Rachel said, "NLP is a communication technology that can be used for intrapersonal and interpersonal interactions." NLP is necessary for building communication. If the leader doesn't know how he/she can communicate successfully with others, he/she will fail in his/her task. As in NLP assumption, if anyone wants receives good treatment from the others, he must deal with others by respecting and good treatment as well. The way of communication and the people like ball and wall if you kick the ball very strong in the wall, it will return to you very strong. So the person can evaluate the way of communication with others through the response he gets from them. If the response is good, so he is a good communicator, and if the response is not good, he must develop his way of communication.

**The importance of NLP assumptions in leadership:** Sue said, "There's no failure. There's only learning.....And leaders typically don't compare themselves. "

Sue explained the true leaders always follow this NLP assumption (there is not a failure , there is only learning) which means every time the person fail to model something from some leaders, he/she learn new thing. This is really and very interesting assumption because Most of the people give up trying after the second or third one. However, if they follow this assumption, they will always try until they succeed. One of my friends is a chemist and do many lab Experiments, and one experiment doesn't give the wanted result, he tries over ten times until he did.

Second thing, the good leaders don't put themselves in compares with others. They never do compare between themselves and others. They only focus on how they can do their best effort to achieve their goal. Anyone wants to be the leader, he must always compare between himself in the past and now. By this way, he can know how much he improved and what he needs for next stage. However, if he compares himself with another one who has different conditions and different skills, he will never succeed in his developing of leadership skills.

**Rachel said** "I regularly rely upon the NLP principles; "Every behavior has a positive intention, everyone has the resources they need," "Communication is the response you get no matter what your intention" and "There is no such thing as failure only feedback."

She clarified the benefits of some NLP assumptions and how it can be used for our life and how these assumptions help her to be a successful leader for different groups in her session. As it was shown in my literature review when anyone receives bad message or see something is not good in his/her follower, he/she must look for what's the positive thing behind this negative behavior because when we understand this positive message, we can help them to stop or give up this negative behavior.

She explained that how she can influence her group of NLP practitioners. She uses rapport, which is very important to establish a good channel between the leader and her group. In addition to, she tries to mirror the actions and movements of her clients so that she can be very close to her clients by this way. As it is was explained before, if the leader or manager wants to be very close to his /her group, he/she must mirror their

body language, their voice, and their facial expressions. This way will push the followers for listening more to their leader. Furthermore, it gives the ability for the leader to be more influencer with his/her group. Regarding second Assumption of NLP that everyone has the resources, which they want, or need.

This is very necessary to every leader, manager, or coach when he/she faces difficult situations. For example, if the leader of sales team faces a problem with his member like he does not achieve his target, if he returns to his last experience he will find some similar situations, which can give him the right solution to the current case. The third assumption refers to what the person does toward the others; he will receive the same action. For example, if the manager said to his employee that he is not clever in his task. The manager wants him to improve his skills but the employee will take it as he fails in his job and that will push him to be the lazy employee or search for another job.

The fourth assumption express about however the person doesn't succeed in many trying, it does not mean he/she fails. For example, Thomas Edison said he tried ten thousand times until he invented the lamp, he never thinks each time from the ten thousand he fails, and he said he found ten thousand successful ways to invent the lamp. If he gives up from the second, third or tenth time, he will never invent the lamp.

**NLP and Outcome:** Rachel said, "As I hear their outcome I ask questions to get a well-formed outcome."

She explained very good technique as coach and leader of her NLP session, this technique or skill is knowing the outcome of her group. She used two ways of doing that; first, she listens carefully to her clients and tries to know their outcome from their speech. Second, she asks questions to identify their outcome. It is very important to the leader or the manager to know the goal of his/her working group. NLP encourages the leaders to get feedback from their followers, so they can know what they need exactly from their followers.

**Ian said** about advantages of NLP "NLP gives you the ability to achieve things that you set out to achieve."

He showed NLP is very important in our life. NLP improves the ability for everyone to implement and achieve the goals. NLP helps the people to have a very healthy mind so when they have a healthy mind, they can make a good channel of communication between each other, they can establish rapport between each other, so all of these will help them to be effective leaders for themselves and the people around them. Some Assumptions of NLP such each behavior have positive message or intention, it will help everyone to have a positive impression of others. That will help him /her to have positive communication with each person. All of these things help the leader to achieve the desired outcome or result at the end.

## 6. CONCLUSION

We are going to talk about how this thesis proves the relationship between the leadership and Neuro-Linguistic Programming and how NLP can develop the leadership skills and improve the relationship between the followers and their leader. The studies in literature review talk about many points, which can be a link between leadership and NLP such as using NLP skills like rapport, feedback, model, and coaching to improve the skills of leaders. We found in our findings there are similar points to a literature review and others are a difference. We are going to conclude both of them; the similarities between the other studies in the literature review and our findings and the difference points between both of them.

### 6.1. The similarities:

There are many similar points such as using NLP skills like rapport, feedback, and model to improve the leadership skills. **Model and leadership**, Model is used to study the useful things in one person and present it to other people. The literature review showed the model could be very useful to leadership and how leaders need this skill in their communication with others. For example, If trainer of NLP to model the negotiation skill from businessman and teach it to other. He must chunk down to more details in this skill such how this business man communicate with others, Does he uses the body language during the negotiation and does he uses contact eyes. By knowing more specific information about his skill, the trainer can get it deeply and model it to other successfully.

Findings prove these points by showing that modeling isn't copy cutting, is different because of copy cutting you to be the whole things without developing or improvement, whatever if these things fit the person or no. On the other hand, modeling is about a search for the best skill, which you need, and fits you with others. In addition to, it showed model could be done from absent leader by many steps. First, the person must watch his videos or films. Second, he/ she must focus on each moment and then he/she can start to take notes and analysis to reach for which skills he/ she want from that model leader. Furthermore, the findings showed model could be very useful for improving the relationship between the leader and follower.

**Feedback and leadership,** feedback can be defined as the person receives information about his work from his/her supervisor. The other studies showed that the feedback is a very important step in the relationship between the leader and followers. Because feedback gives a chance for the boss or chief to evaluate his/her follower on the other side, it gives the follower opportunity to see the result of their action, what they are doing perfect, and what thing need to be improved and developed in their performance. (Knight 2002:335-336.)

Regarding findings, there are three types of feedback is feedback from teamwork to the leader, feedback from leader to followers and feedback from follower to another. First, feedback from teamwork to leader that to show how he was for them. How he influence them, and how his/her leadership skills were good or bad. That helps the leaders to improve their skills for next task. Second, feedback from leader to teamwork, so he/she can show how their performance in doing their task and what skills they need to improve and develop. Third, feedback from follower to another, this can create more cooperation between followers and build strong communication between them.

**Rapport and leadership,** face-to-face meetings can establish rapport, the phone calls via text messages, emails and through letters. The literature review showed that the rapport could happen between two by common things such as the same humor. If the leader like to build a good rapport with his/her followers, he/she must know what common things between him/her and them. He/she must collect the data about his/her group, these data include what how they speak, how they deal and with each other, how they interact in their group work. Regarding findings,

Rapport can be established by both ways modeling and mirroring. These ways help leader and followers to understand each other and achieve the common goal. The rapport helps him to establish a good channel of communication and understanding between the leader and his/her followers. The rapport makes the leader match each one by the different way because the people are not the same so what can influence on someone, it may not effect on another. In addition to, there are two ways to establish rapport are mirroring and backtrack.



Mirroring, the person must mirror the nonverbal of the people to establish strong rapport. Nonverbal means body language includes facial expression, hand gestures, a volume of voice. This is the best way to establish rapport. Backtrack is how the person listens carefully to the words from another and then summarize them and repeat back to him/her.

Furthermore, the rapport is very important skill between the teacher and students. The teacher can effect more on students if they establish strong communication and rapport with their students. (Pishghadam&Shayesteh&Shapoort2011:909.)This is one of the advantages of NLP in leadership. Because the teacher is leaders in their classes, when they learn NLP, they can deliver the best message to their students.

**Mirroring and leadership NLP**, mirroring helps the person to do mirroring by determining what he needs to copy from others. The literature review showed that the visual people depend on seeing, so they will copy what looks good. In addition, the Audiol people rely on listening or hearing, so they mirror what sounds good. Regarding to findings, mirroring means to copy the person as he/she is without any changing so if someone wants to be good leader in some fields, he /she can see who is very good leader in the same field and then start to take his process of doing leadership and applying it without any changing.

**Anchoring and leadership**, it is used to bring one situation from the last life and makes as current situation for the brain. This will help the person to have the same emotion, which he/she had before in this situation. (Casale: 2012.) Regarding findings, the leader can use this technique to influence on their followers by reminding them about last situations for their high performance; this way can help them to restore their power and high performance as it was in last one.

**NLP and goal:** There are many people don't achieve anything from their dreams because they don't select their goal obviously. On the opposite the people who know their goals very well, they can achieve incredible achievements. The people who focus on their goal, they can achieve what they want. The people don't implement their goals because they don't define their goal. If anyone notices how the winners achieve their goals. He/she will know, the winners know where they are, where they like to go, and

how they will go. Defined the goal is the best step to achieve the outcome. (Vakin2010:81.) Regarding findings, it is very important to the leader or the manager to know the goal of his/her working group. NLP encourages the leaders to get feedback from their followers, so they can know what they need exactly from their followers.

**NLP and Changing:** as it is shown in both of them before about the sixth stages of changing. The first one which was realizing that the person must realize he wants to change, second he must decide to change, third that person must learn how he/she can change, fourth they must understand the process and steps for changing. Fifth, they have to practice these steps for changing. Sixth, they must keep on this process of changing as follow: first, Build a good plan for changing and divide the big goal to small one so the person can achieve it easily. Second, the people must analyze each step in changing to see what they need for next one. Third, BE aware of the cost of changing to avoid unwanted or undesired goals.

## **6.2. The differences:**

There are NLP skills in literature review and not proved by my findings such as **First, coaching:** Business leaders need coaching to make more effectiveness on their staff. (knight2002: 367; Linder-Pelz2010:15.) If the leader doesn't have coaching skills, he will fail to lead some people in his team. For example, David was a sales representative; he worked for three firms in the last two years. He had a goal to be leader for sales team then he got chance in new company to work as team leader but he faces some troubles with a few members of his team, he didn't know he can guide them, he quit from his job and got another chance in another firm, but he faced the same problem. (knight2002: 366.)

The coaching can help the leader to get the best result for his team by following steps: by establishing effective communication and relationship between him/her and his/her team. The followers must be more independent and here more responsibilities toward their job and he/she helps his/her followers to feel more valued by learning them new

skills and helping them by generating very good environment for more productive in the company. The coaching is very important for leadership. The leader by coaching can help his team members to know their level of effective to make a change and achieve the best result in their task. (Knight 2002:359-365.)

There are other NLP skills are found in findings, and they can improve leadership skills such as reframing, Calibration, and Sensory acuity. First, Reframing refers to the person put or discover another meaning is different from the explicit meaning of something happens. Reframing is a very useful technique for leaders with their followers; the leaders take some wrong actions from their team because of misunderstanding their actions, that agreed with NLP Assumption Each behavior or action has positive message or intention. So if the leader understands the reframing from that action, he will deal with it successfully. Reframing is very strong NLP technique; it helps the sports coaches or business leaders to understand the meaning of the situation. For example if Football coach exits the player during the match, the player may understand that coach doesn't like his playing, but when he asks the coach, he told him: he is an excellent player, but his exit was part of the tactical plan. That was reframing.

**Calibration and Sensory acuity and leadership:** calibration helps the person to pay attention to the signals of nonverbal language his her movements of eyes, hands, and legs, and the volume of voice. This helps the leader to know his impression of the others. If this impression is negative, so he/she can improve or develop it. If this impression is positive, so he/she can go on and establish a strong communication channel. NLP improves sensory acuity for every teacher or leader by calibration, which expresses about the person, must pay attention to all nonverbal communication. At the end when the teacher as a leader can be flexible, have a good rapport with his students or colleagues, and have sensory acuity, he will achieve his target or have the best outcome.

**NLP and Leadership Theories:** We explained in my literature review how NLP could help the situational leadership, the transformational leadership, the servant leadership, and the transactional leadership by many techniques and assumptions such as feedback between leader and his followers. There is feedback from every trying, and the person

who is more flexible, he/she can be very effective leader with his group.

That was not proved by findings because NLP coaches in their responses in both my interview and other interviews don't focus on the style of leadership, they try to improve the leadership as general by using NLP.

We can summarize at the end that NLP helps the leaders to improve their skills regarding their communication way with followers, and their effectiveness way on them. NLP skills such as anchoring, mirroring, model, rapport, feedback, calibration, and reframing improve the relationship between the leader and followers and develop the leadership skills for both of them as well.

#### **LIMITATIONS:**

Although the research has achieved its outcome, and goals, there were some limitations, which could not be avoided. First, it was very difficult to make interviews with NLP trainers or coaches because most of them are busy and others need a large amount of money to answer my question. Second, it takes a long time until two of NLP coaches responded to my interview questions. Third, it was so much hard and difficult to reach for some managers who attend NLP sessions. Fourth, it takes a long time for searching for secondary data about NLP and leadership and close to my studies.

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NLP and leadership – an interview with Ian Pitchford:

[:https://www.edgenlp.co.uk/nlp\\_blog/2013/07/nlp-and-leadership-an-interview-with-ian-pitchford/](https://www.edgenlp.co.uk/nlp_blog/2013/07/nlp-and-leadership-an-interview-with-ian-pitchford/)

An Interview with Dr. Rachel Hott of the NLP Center of New York

<https://nlptraining.com/articles/an-interview-with-dr-rachel-hott-of-the-nlp-center-of-new-york/>

Shaping a Training Course for Teachers through NLP Interview with Penny Tompkins and James Lawleyby Judith Baker of Pilgrims:

<http://www.cleanlanguage.co.uk/NLPdesign.html>

## APPENDICES

### APPENDIX 1: My interview with Jimmy (NLP Coach and trainer in U.K.)

Me: How did you become interested in NLP?

Jimmy: *I had an athletic coach when I was 17 and he had a back ground in hypnosis and NLP, and it really helped me a lot improve my performance, then I decided to study the subject area and the journey began*

Me: Please describe your experiences of using NLP?

Jimmy: *sport, business, therapy, helps you improve your mindset by implementing techniques and strategies, such as:*

- *being able to create excellent states of mind at will, regardless of Circumstances,*
- *learning how to instill confidence and motivation in yourself and others,*
- *communicating more powerfully and effectively,*
- *using positive language and positive instructions when coaching or Teaching, or when giving a halftime team talk,*
- *anchoring, or focusing, on past positive experiences in a sensory manner so as to recreate future success,*
- *developing a cue which will enable you or an athlete to tap into a state of Mind; i.e., confidence, relaxation, motivation,*
- *developing outcome setting so that aims are planned and agreed on that maintain and increase motivation, and*
- *Learning “reframing” so that all experiences and performances are viewed from a positive perspective with success being internalized to the performer or team.*
- *All these methods can be easily incorporated into the practical arena without Hours spent in the class room.*
- *Many people study NLP to help them become more effective in their chosen*

*field, for their own personal development, or for becoming more confident and motivated.*

- *NLP patterns can be employed across a wide range of applications, from fields as diverse as business, sports, education, team building, sales, marketing, personal development, leadership, and coaching. NLP techniques provide people with the*
- *Opportunity to grow and develop, helping them to fulfil their potential and be the best they can be.*
- *NLP can be used to develop and enhance performance.*

Me: What's the relationship between NLP and Leadership in your opinion?

*Jimmy: Using NLP in Sports, Neuro Linguistic Programming (NLP) is the process of creating models of excellence. Modelling is the complex activity of capturing—in learnable, transferable code—the Mental skills that make the difference between an excellent performer and an average*

*Performer, between an excellent athlete and an average one, between a person who is motivated to get the best out of themselves in training and one who is not. NLP, Then, is the process of identifying, coding and transferring precisely those differences in a learnable form so that interested participants and companies can significantly upgrade their performance to new levels of excellence. Results in sports depend crucially on your ability to use your mind effectively. Many elite athletes know there is as little as a 1% difference between the person who is ranked 1st and the person who is ranked 50th in the world! They know the mental*

*Aspects they use in their sport make the difference between being a champion or not. Whether you are a teacher or a fitness professional, and at whatever level of your sport you compete or coach, your mindset has a major influence on the degree of success and Fulfilment you achieve. NLP is about creating models of success. The most important thing is finding role Models that will allow you to create success. This could be anything from a behavioral Pattern, characteristic, technique, or skill such as confidence, motivation, a technique or Skill.*



Me: Why leader should use NLP techniques?

Jimmy: *The ability to motivate oneself is intimately linked to the ability to understand and manage moods and emotions. Therefore, it is considered as an important third step to develop emotional intelligence. Essentially motivation represents the reason for people's actions by means of desires and needs. It determines the direction of a person's behavior, i.e. whether he/she exerts effort to avoid something or achieve something. Poor time management increases the stress of not being able to complete tasks on time and not achieve goals. As a result, motivation and self-confidence is eroded, which is likely to lead to negative thoughts, feelings, and emotions. In turn, this is linked to unhelpful behavior and elicits negative responses from others. Distress is further increased and emotions become unbalanced and difficult to control. Therefore the effective management of stress, including time management—which includes important aspects such as organization, planning, prioritizing, and attention—has a bidirectional relation with emotional intelligence (EI). High levels of EI implies an understanding of the emotions, intentions, and motivations of the self and others, which can be effectively utilized to prevent distractions, increase motivation, and optimize resources. On the other hand, the ability to manage stress effectively can help to further improve EI since stress can be a barrier to understanding and directing emotions.*

Me: What leadership skills can be developed by NLP?

Jimmy: *WAYS TO AFFECT CHANGE*

*There are a variety of things that you can do to ensure that change sound like a good and worthwhile idea on which to spend effort:*

- *Ensure that your proposal coincides with the other person's values, beliefs, and attitudes. These factors are very hard to change or oppose and if you can adapt your ideas to fit in better, or at least not contradict it, you will have a much better chance at success.*
- *Frame your idea as such that the benefits are clearly outweighing the costs. The change(s) must be seen to have significant improvement.*
- *Start with marginal rather than substantial changes. Make it easy to introduce and implement, but also easy to abandon if it is not a success.*
- *Have a plan to introduce the changes gradually and break it down into different*

*steps and goals where possible.*

- *Give people the opportunity to adjust to each step of change.*
- *Ensure that your goals are measurable; otherwise you will not be able to monitor progress and success. Remember that you can't manage something that you cannot measure.*
- *Account for the real cost of the change in all respects. Be careful not to cause unintentional or unexpected outcomes.*
- *Always carefully monitor and consider the reaction of your proposals and ideas. Encourage feedback and accept failed attempts without punishing, belittling, or giving up on the other person.*

*Remember to always put yourself in the other person's shoes. Understand their views, beliefs, and fears, and demonstrate empathy. If you are able to accurately determine what it is that really motivates (or demotivates) the other person, you are much more likely to succeed. Be careful not to come across as manipulative or insincere. Always inquire and encourage the other person to share their thoughts and feelings. It provides very important information to their beliefs and motivation.*

*Use your observation, empathy and other emotional intelligence skills to notice and interpret signs of the person's emotions. At the same time, try to imagine yourself in their position. If you are able to imagine what it is that really underlies their behavior you are better able to appreciate their state and decisions. Think about the situation from different angle. Don't always be quick to blame or criticize them. It is far more efficient to be understanding and encouraging.*

Me: Can you give me examples for (famous) leaders using NLP? And how they use it?

Jimmy: *People like Tony Robbins uses NLP and many political leaders, in their language*

APPENDIX 2: Second interview with Dr.Steve G. Jones

Hello, I am Dr.Steve G Jones. I am Clinical Hypnotherapist and NLP trainer and I am going to answer these questions

Me: How did you become interested in NLP?

Dr.Steve : *"When I was raising the popularity, i started to study about it and learn about it and train with the right people and just about more interested and of course i was teenager , my interest grow every time and has taken on many different forms".*

Me: Please describe your experience of using NLP?

Dr.Steve: *My experiences are primarily in the office when i use with hypnosis client, if hypnosis isn't working or i feel hypnosis can be edited by something else, I use something else like NLP so easy to go because people like it. When it works, it works quickly easy so people like it for that person.*

Me: What's the relationship between NLP and leadership in your opinion?

Dr.Steve: *I am not aware of any relationship. My understanding you do that for presentation or your thesis and a lot of classes these days requires teaching leadership in program require that and you need somehow force and figure out how it fix , good luck. I don't know but i guess isn't my case, I would say that you can lead people with NLP.*

Me: How NLP can develop leadership skills?

Dr.Steve: *I never thought about it but i guess there are many techniques like anchoring,*

*mirroring, modeling. You can model the leader such as military. They use these things only work if there are any techniques works in large scale, the military probably using them in training.*

Me: What leadership skills can be developed by NLP?

Dr.Steve: *I guess person clever figure out how he can use NLP with them. I don't know but there many thousands do that.*

Me: Can NLP develop leadership skills between the leaders and follower? And how?

Dr.Steve: *Yes, in different ways you can do by anchoring, you know you just say i am leader to anchor the people to understand you are the leader or you associate powerful things like just building powerful people things like that. Leading people and developing relationship , there are kind of techniques you can use NLP and i am going through all of them but you know just basis stuff like i mentioned before mirroring , modeling , developing rapport all these things can be effect.*

Me: Can you give examples for famous leaders using NLP? And how they use it ?

Dr.Steve : *I don't really pay attention of famous leaders , I don't know , I am sure if you watch famous leaders, you will see doing something , of course I've seen people watches videos for leaders to see how look and use that technique. I've seen people watch videos of me and say how you are using that technique. I think some people do things from NLP naturally that help and also NLP techniques can be natural. I don't have exact examples but I hear that all times.*

Me: what are challenges which you face when you trained leader or manager or sport coaches?

Dr.Steve: *People have the same challenges where they are. They aren't confident, they are believing in themselves, they don't believe in my ability to get job done, stress out,*

*disorganized. They don't have clear game plan, something everyone facing in every kind of situation when I train to do something.*

Me: Depends on your answer, if i have more questions, can I send them to you ?

Dr.Steve: *You can send them to me via this email. My assistant will forward to me, I will record my answers. Good luck i am given these answers fo full free i can give you more information. ...Cool good luck and thanks for interest in NLP.*

