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The fundamentals of Neuro-linguistic Programming (NLP)

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ABSTRACT

Neuro-Linguistic Programming (NLP) is a new field, concerned with people's patterns of behavior and communication. Patterns include not only observable actions in the world but also the thinking processes and the organization of people's states-of-mind as well as their emotions and how all senses are used to reach a point of attention or concentration. Many applications of NLP have been created as a result of its focus on constructing models of human excellence. Furthermore, NLP's global diffusion has been well documented, with corporate executives and consultants turning to the creative and inventive components of NLP for inspiration in organizational growth, total quality management, team building, and strategic planning. However, while there is a substantial body of knowledge about NLP in the Western Hemisphere, nothing is known about it in the Arab world. The purpose of this paper is twofold: to assess NLP patterns and behaviors as practiced by a sample of UAE employees and managers in order to shed light on current workplace practices in the UAE; and to assess the impact of NLP on respondents' behavior and its implications for the organization's objectives. As a result, a survey questionnaire is used to do a quantitative analysis. The sample population consists of employees and managers from various industries and work situations. The research's findings are expected to describe the workplace environment by identifying the dynamics of UAE employees and managers who are thought to play a vital part in the organization's health evaluation.

Keywords: Behaviors, Neuro-Linguistic Programming, Quantitative Analysis, UAE

1. INTRODUCTION

NLP is concerned with how great performers in various professions achieve outstanding results and how their excellent thought patterns and behavior might be replicated. It is concerned with what occurs when people think, as well as the impact of their thinking on their own and others' conduct. NLP teaches how to communicate effectively, both internally and externally, in a way that distinguishes between mediocrity and between existing and truly living greatness (Hilton, 2007).

NLP is both a science and an art of self-improvement. It's an art because everyone thinks and acts differently, and any depiction - especially of sentiments, attitudes, and beliefs - is bound to be subjective. It's also a science because it employs well-researched approaches for discovering effective behavior patterns (Samarathunge, 2001).

NLP, as an energizing science, is being used in a variety of settings around the world, including the primary three continents: the United Kingdom, America, and Australia. NLP began as a technique to treat people with illnesses, phobias, and other mental issues, but it has now evolved into a science that can be utilized in a variety of settings, from a person's personal life to a company's corporate life (Global Watch Weekly Report, 2014, Para 1). Based on this, and in light of the dynamic UAE business market, this study will provide a general overview of NLP concepts and practices, as well as shed light on the current state of NLP awareness in the UAE. The study will focus on Dubai, which has the largest number of internationally recognized companies and corporations, as well as a workforce made up of foreigners from various continents.

2. LITERATURE REVIEW

There have been a few previous descriptions of NLP. "Neuro-Linguistic Programming is the discipline whose domain is the structure of subjective experience," according to Grinder and Bandler. It has the status of a model — a collection of procedures whose utility, not veracity, is to be the test of their worth" (Dilts, Grinder, Bandler, Cameron-Bandler & Delozier, 1980).

The early years of NLP, according to McDermott (n.d., para 7), were an exhilarating time of discovery. Starting with Bandler and Grinder, who "studied the dynamics of unconscious communication, the impact of linguistic patterns, the structure of belief and

identity, and the neurological patterns people utilize for information storage." Their testing of the processes and procedures they developed shown that they were beneficial in assisting people in successfully making the changes they desired." "NLP became renowned as a new field of personal growth that provided people the possibility of working with complex challenges in a short period of time," McDermott continues. Leslie Cameron-Bandler, Judith DeLozier, and Robert Dilts were among the experts recruited to study and expand the area of NLP to its current prominence.

NLP, according to Collingwood & Collingwood (2001), investigates the connections between how people think (neuro), how they interact both verbally and nonverbally (linguistic), and how they develop behavioral and emotional patterns (programmes). Furthermore, in their book *Whispering in the Wind*, John Grinder and his colleague Carmen Bostic St. Clair (2001), the co-creators of NLP, employ a more precise definition of NLP. They define NLP as "... a modeling technology whose special subject matter is the set of distinctions that distinguishes genius performance from that of typical performers in the same sector or activity." In this way, the goal of modeling research in NLP is to explain these sets of differences in a transferable and learnable code. The mapping of tacit information onto an explicit model (p. 50) is thus the central action."

Satrajit (2010) gives a straightforward explanation of NLP. Neuro, he claims, is all about the nervous system. NLP is built on the concept that humans see the world through their senses and transform sensory data into conscious and unconscious cognitive processes. The neurological system is activated by thought processes, which impacts a person's physiology, emotions, and behavior. Linguistics, on the other hand, is the study of how people use language to make sense of the environment, capture and construct experiences, and convey those experiences to others. Linguistics is the study of how the words people say affect their experiences in NLP. Finally, programming is based on learning theory and is concerned with how humans code or mentally represent experience. Personal programming refers to a person's internal processes and tactics (thought patterns) for making decisions, solving issues, learning, evaluating, and achieving goals. NLP teaches people how to recode their experiences and organize their internal programming in order to achieve their desired outcomes.

NLP (Neuro-Linguistic Programming) is a new field that studies how people live their lives, including their patterns of behavior and communication. Patterns involve not just visible acts in the world, but also people's thought processes and mental organization, as well as their emotions and how all of their senses are employed to achieve a point of attention or concentration (Collingwood, 2013, Para 2). Many applications of NLP have been created as a result of its focus on constructing models of human excellence. Coaching, management, personal development, human change, counseling, and education are all areas where NLP is used. NLP can be used in any situation where the quality of a person's conduct or communication is essential to the success of his or her goal (Collingwood, 2013, Para 19).

The term "Neuro-Linguistic Programming" refers to the process by which a person's personality develops and manifests. People are made up of neurology, which transmits information about their surroundings to their brains and central nervous systems. Humans, being meaning-creating organisms, convert these sensations into meanings, beliefs, and expectations in their brains (The Mindworks.eu, 2014, Para 2). As humans mature from infants to adults, they tend to filter, distort, and magnify the information they receive from their surroundings to match the complicated program they develop to explain life's events. As a result, the study of how people conduct all of the above tasks, the sorts of meanings they get from their perceptions, and the internal programming and exterior actions they build up to explain, forecast, and make sense of it all is at the heart of NLP (NLP- prationers.com, 2014, Para 5-6). Millions of individuals around the world today utilize it in industries as diverse as management, sales, marketing, public relations, education, therapy, sports, and personal development (Laposi & Dan, 2014, 135).

1.1 NLP New Code

"New Code NLP" is a set of NLP tools and procedures developed by John Grinder, first with Judith DeLozier, and later with Carmen Bostic St Clair, according to Carroll (2009, June). Other partners eventually joined John and Carmen to form a development team in later years. Grinder wanted to fix what he saw as coding problems in the original code and build quick and effective change processes for working with clients when he created the New Code. John was particularly concerned about NLP practitioners' lack of personal congruency, or the fact that while they were incredibly effective at helping their clients experience miraculous change, their own lives were in shambles. Self-application of New Code patterns is an important aspect of New Code NLP Practitioner training." (Section 2)

The clarification of the roles of conscious attention and the unconscious mind, according to Collingwood (2010), is a significant difference between the new code of NLP and the old code. "Traditionally, classic code NLP was used to manipulate internal representations in a deliberate manner" (visual images, sounds, and sensations). The unconscious mind was not formally engaged in any way. A mechanism was implemented to move from the current state to the desired state once the outcome was decided in isolation. If the outcome had unfavorable implications for the person's lifestyle, family, or social system, this was revealed through real-time feedback." (See paragraph 21.)

"It is useful to engage the unconscious mind when picking outcomes and resources, because it has access to a larger range of alternatives than the conscious mind," Collingwood (Para 24) claims. It works with patterns, metaphors, and multiple temporal frames, logical levels, and perceptual locations are all taken into account. The unconscious mind is capable of imagining future circumstances and their potential outcomes. It carries knowledge from all of our experiences and can convey intents, solutions, and many other resources to awareness." "As communication with the unconscious mind develops, it may naturally proceed beyond signal replies such as "yes," "no," and "don't know" to presenting fully formed thoughts to the conscious mind in response to proposals and queries," the author writes. The goal is to notice when the unconscious employs this way to communicate in answer to conscious inquiry because this is how ideas are already communicated." (See paragraph 36.)

1.2 The NLP Communication Model

The NLP Model explains how human beings process the information that comes to them from the outside. According to NLP, people move through life not by responding to the world around them, but as they perceive or map of this world.

People's perceptions are gathered through their senses, and they filter and interpret their experiences depending on their beliefs, interests, upbringing, preoccupation, and state of mind to fit in with what they know, according to Abraham (n.d.). Their globe map is a replica of the outside world, and because it can't be perfect in terms of measurement and other statistical data, just a model is created" (p. 1). The graphical representation of the aforementioned model is shown in Figure 1.

"The human brain or nervous system receives tremendous volumes of information, roughly 2 million bits every second," writes Shashank Nakate (2009). In a second, however, just 7 bits of information are consciously 'assimilated.' The information is digested, and it subsequently has an impact on the ideas, physiology, and behavior of the individual" (Para 2). Furthermore, "when the information enters the mind, it is filtered and either destroyed, twisted, or generalized," according to Nakate. The generalization of knowledge occurs as a result of pre-existing concepts, values, memories, and beliefs in one's mind. An internal representation of the information is built based on these memories, beliefs, values, and so forth. This mental image has an effect on the body and helps to influence behavior. Changes in behavior are mirrored in posture, body language, and facial emotions" (Para 3).

Furthermore, Nakate agrees that scientists developed the NLP communication model on the basis of four assumptions: "1) sensory organs help the person collect information from the surroundings; 2) one must constantly change the way he/she performs the tasks to avoid a state of mind; 3) if one does not change his/her thought process, the feedback he/she receives will be redundant; 4) one must constantly change the way he/she performs the tasks to avoid a state of mind; 3) One's ideas have a significant impact on the outcome of one's efforts; and 4) everyone has the resources to make desired adjustments in his or her thoughts and conduct" (Para 4-7).

1.3 The Pillars of NLP

- (a) The NLP Center (2006) proposed the six pillars of NLP, namely, personal or individual emotional state and level of skills, which are also known as the pillars of NLP.
- (b) NLP's guiding concepts are called presuppositions. They assist form one's thoughts and ideas about how to operate effectively in the world when they are acknowledged as "real" and acted upon.

The characteristic of a relationship that leads to mutual trust and responsiveness is known as rapport. Knowing what the desired outcome is, being clear about what is desired, and being able to elicit what other people or customers want are all examples of outcome. Feedback is used as a measure of success. Feedback should be exact and accurate as a result of paying close attention to the responses.

Flexibility - if what is being done is not producing the desired results, then a change in strategy is required. NLP, according to Bandler and Grinder (quoted in Love, 2001, p.1), is an attitude and a methodology that leaves a trail of procedures. The attitude and talents of the user determine the level of individual efficacy. The success of an individual is determined by his or her ability to be resourceful and skilled. The more consistent a person is, the more successful he or she will be. When one's aims, beliefs, and values coincide with his or her actions and statements, this is referred to as congruence. "One of the most profound notions of NLP is that, if one person can do something, it should be easy to figure out what they're doing and repeat it," Smart (2006) claimed. NLP modeling is a one-of-a-kind method for finding and recreating the unconscious skills of exceptional performers (e.g., the naturally gifted), then teaching them to others" (p. 5). However, for effective teaching to take place, there must be a level of trust between the various persons. Understanding and respecting how another person perceives the world leads to rapport. Rapport is critical for effective communication because it creates a sense of being heard and acknowledged by the other person, which leads to increased receptivity. Rapport is established in order to attain specific goals. The three essential aspects of outcome thinking are: a) knowing the current state, b) knowing the desired situation, and c) planning a strategy to reach the objective. The last necessity is feedback on the outcomes, and finally, adaptability. Often, the first approach is not the best, necessitating flexibility in order to work around a problem and find the most precise solution. In a rapport and awareness connection, NLP fosters purpose-driven choosing.

1.4 The Presuppositions of NLP

The underlying epistemology of NLP is formed by its essential presuppositions, which serve as the foundation for all of its methodology and technology. They are the fundamental concepts and assumptions that underpin everything else in the area. All of the NLP models, distinctions, and procedures are based on this idea. There are thirteen presuppositions, as shown in Exhibit 1, according to anonymous (2014).

Different NLP Methodologies Modeling

Bandler and Grinder (1975) established NLP as a model for how individuals communicate with one another, based on their research of excellent communicators. The field of Neuro-Linguistic Programming is defined by its main activity of modeling. Modeling is defined as "1. the labor of a fashion model; 2. the activity of creating three-dimensional models" by the Oxford English Dictionary. NLP works by emulating human brilliance in all aspects of life.

In their book *Whispering in The Wind*, co-creators John Grinder and Carmen Bostic St Clair use a more technical definition of NLP as "...a modeling technology whose specific subject matter is the set of differences that make the difference between the

performance of geniuses and that of average performers in the same field or activity." In this way, the goal of modeling research in NLP is to explain these sets of differences in a transferable and learnable code. "A model of human model is a description of some component of the source's behavior, a mapping from a complicated set of interactions onto a smaller set of elements" (2001, p. 50).

NLP Modeling is a set of procedures for digesting, recreating, documenting (coding), and conveying human capabilities, specifically human brilliance. The modeling process is divided into five stages: Modeling preparation begins with the selection of an appropriate exemplar to serve as the model of excellence. Modeler takes an unconscious uptake of patterns displayed by the model; in this condition, a great deal of watching, listening, matching, and the use of micro-muscle movement to duplicate the model's micro activity over time is required. Model Building: This is an evaluative step that is based on feedback obtained from showing the modeled patterns in the proper environment. Testing takes place when the modeler meets the condition of being able to replicate the skill in the same environment with the same results in the same time frames as the model of excellence. The modeler sorts his or her behavior at this step in the modeling process, maintaining relevant behaviors and eliminating those that are distinctive and not important to the skill being imitated; and, Transferring: This is the step of explicit coding where the model's constituent patterns are coded (described) in a way that can be transferred to others. The final phase involves transferring the skill to others, as well as evaluating and modifying the model as needed (Lawley, 1998).

NLP is made up of a collection of models. The Meta Model, the Representational System model (with the sub-modalities model as a sub-category), the Milton Model, Rapport, Anchoring, Perceptual Positions, Precision model, and, more recently, the Verbal package are the primary models. There are a few minor models with a limited number of constituent patterns as well (Collingwood, 2008).

1.4.1 The Meta Model: The Meta Model is defined as follows by Andreas (2003): "People respond to events based on their internal sights, sounds, and feelings." They also categorize these events into groups or categories using words. The meta-model is a technique for guiding someone back from information-poor word mappings to the sensory-based experiences that they are built on. It is here, in the information-rich specific experiences, that effective modifications that will result in behavioral changes can be produced" (Para 20).

"...the Meta Model's purpose isn't to find the 'correct' answers, but to ask better questions - to broaden our map of the world rather than locate the 'right map of the world." The Meta Model inquiry system's goal is to assist people find missing linkages, unconscious assumptions, and reference experiences that build up our conscious models of the world's 'deeper structure'" (Robert Dilts, 2000; cited in Richardson, 2004, p. 2).

1.4.2 The Milton Model: Language has a crucial role in shaping a person's experience and focusing their attention. The Milton Model, named after Milton Erickson, is a list of important components of speech and key patterns that can be used to quietly and efficiently control someone else's thought process. The Milton Model's principles essentially claim that a more general use of language might lead to better rapport, whereas more precise language is more restricting and has a higher likelihood of omitting concepts from a person's experience (Nauheimer., 2010, p. 62).

The Milton Model is similar to the NLP Meta Model, according to Exforsys (2007). It was based on the modeling of Erickson's hypnotic language with clients by Bandler and Grinder. It's sometimes wrongly described as a mirror image of the Meta Model, in which Meta Model violations are used to induce therapeutic trance in a good way. While there is a lot of overlap in language forms, the Milton Model has some that the Meta Model doesn't (different types of ambiguity, pacing and leading, tag questions, and so on), and vice versa.

"The Milton Model technique is often utilized for getting into the subconscious depth of mind, where the true knowledge of an experience is stored, and then retrieving this information by helping the client reach an altered state of mind," according to Exforsys. The purpose is to keep the client from using his conscious mind, which has a tendency to distort facts, change, or erase important components of the experience. In order to produce a realistic rapport or portrayal of the event, the Milton Model also seeks to follow and grasp the truth as viewed by the customer" (Para 4). The Milton Model in NLP is based on the idea that the "unconscious mind" is always vigilant and listening to the outside world. Suggestions given by an NLP-trained therapist can induce hypnosis in the patient" (Para 11).

1.5 Trance

According to O'Connor & McDermott (2009, para 2), the Milton Model was first employed to produce trance in hypnosis. Trance is a peculiar state that can only be induced by trained hypnotists after a long period of focus. It's a normal condition that individuals go into and out of all the time, and it's important for mental wellness. Trance is a state in which a person's attention is completely focused on his or her own internal world; any linguistic pattern that improves the person's involvement in his or her own internal reality will deepen trance. A person's attention is always split between being entirely focused on the outer world with little awareness of oneself and being completely focused on one's internal environment. In their daily lives, humans can be said to be continually moving between brief hypnosis and actual reality.

1.6 Representational Systems

According to Bradbury (n.d.), the Representational Systems (or simply rep' systems) are essentially one's five senses. As a result, there are three basic rep' systems: auditory (sound), kinaesthetic (tactile and emotional emotions), and visual (pictures, images, etc.). And there are two other systems that are less commonly used, at least in western societies: olfactory (smell) and gustatory

(taste) (taste). Bradbury (n.d., para 7) goes on to say that individuals use their rep' systems to collect and interpret all sensory input. Despite the fact that individuals employ all of their rep' systems all of the time, people prefer to pay more attention to one or two of them than the others, depending on the situation. If a person was sitting at home listening to the radio, for example, he or she might be primarily focused on what he or she could hear. However, if that person smelled (or thought he smelled) something burning, he or she might quickly refocus his or her attention to what he or she could see and smell until he or she figured out where the burning scent was coming from.

1.6.1 Language and Representational Systems: People build Visual Representations using their five senses (VRs). As a result, some people utilize their visual representational system more than others, while others use their aural representational system more than others. Typically, a person chooses to employ a specific modality or uses that modality as their primary representational system.

"Because humans use language to transmit thoughts, the words they choose reflect the way they think," Horton (2006) writes. An individual's visual, aural, or kinesthetic representational system is used to identify and communicate experiences when relaying them to others" (Para 18). Furthermore, Horton believes that the mind and body are inextricably linked, so when a person accesses his or her Visual Memory, for example, he or she moves his or her eyes upward and to the left.

Furthermore, according to Holistic Online (2013), a representational system in NLP is made up of the five senses: "Visual (pictures); Auditory (sounds); Kinesthetic (touch and internal feelings); Gustatory (tastes); and Olfactory (smells)." (See Paragraph 13). As a result, when a person experiences the world around him or her, he or she employs one or more of these senses.

1.7 Establishing Rapport

Human physiology, or body language, communicates through posture, gestures, facial expressions (including blinking), and breathing, according to Walter and Bayat (2003, para 16). Tonality refers to the tone (pitch), pace, timbre (quality), and volume of a person's voice in the rest of human communication. Humans can employ these types of communication by attempting to match some of the aforementioned characteristics in the individual with whom they are communicating. This is referred to as developing rapport, and it is based on the idea that people like people who are like them. Matching and mirroring are two methods of creating rapport (Jago and McDermott, 2001). When someone matches, they duplicate one or more characteristics of the other's nonverbal communication. With mirroring, someone copies the other person's entire activity, but in such a way that it creates a mirror image of it. The thing to remember with these types of nonverbal communication is subtlety; the practitioner would not match a strong regional dialect, but he or she might match the tempo and pitch of the other person's speech (ibid).

According to psychiatrist Albert Mehrabian, cited by Hernandez (2007), who is known for his pioneering work in the field of nonverbal communication or body language, 55 percent of one's communication is visual, 38 percent is how one says what one wants to say (tone of voice, for example), and only 7% is words. "Actions indeed speak louder than words," according to Mehrabian's approach. Without expressing a single word, emphasizing some of these actions without exaggerating would provide strong messages" (p. 49). As a result, it's reasonable to conclude that nonverbal communication accounts for 93% of all communication. This truth is crucial in the process of forming relationships with people.

According to Greenshields (2010, para 1), "rapport" is the ability to build trust by understanding and respecting the other person's world of reality; a fact that can lead to a strong mutual link, allowing one to take the lead in any conversation or persuasion in the desired direction. As a result, the majority of communication occurs behind the person's back. Because there is a significant chance for communication outside of usual channels, it is critical to understand the key ingredients for developing rapport among people. The suggested six stages to build trust and understanding are summarized in Exhibit 2.

1.8 Anchoring

"An anchor occurs any time a person is in an intense state or experience, and at the peak of that intense state or experience, a specific stimulus is consistently applied, the state and the specific stimulus become neurologically linked, so that the state can be produced continuously by setting off the stimulus," according to James (1999). (Para 55).

Emotional states, according to James, have a significant and pervasive influence on one's thinking and conduct. After extracting and calibrating these states, there must be a way to make them available, stable, and more resourceful in the present. Exhibit 3 shows the four steps that were identified.

1.9 NLP in Business

- "Many firms in the United States and around the world have employed NLP to assist them in achieving their corporate objectives," according to Ewing (1999). These projects range from individual executive mentoring for better performance and communication to company-wide customer service efforts involving all employees. NLP can be used in any situation where two or more people need to communicate in order to achieve a goal" (Para 1). She cites Diners Club as an example of a company that taught managers and representatives in customer service, while BMW in England mimicked the communication habits of the top 1% of salespeople. Following the identification of these salespeople's effective behaviors, the skills were taught to others.
- Fiat modeled the leadership skills of their best formal and informal leaders; American Express trained twenty-four-line managers from all over Asia to become transformational trainers who later developed "American Express Quality Leadership"; and American Express trained twenty-four line managers from all over Asia to become transformational trainers

who later developed "American Express Quality Leadership" (Para 2-5).

- Furthermore, according to Lincoln (2008), basic NLP abilities that strengthen and increase communication, rapport building, and goal setting are all readily applicable in the business world and have a proven impact on the bottom line. He enumerates the advantages in the following categories:
- Relationships and Communication Personal Development
- Development of abilities
- Negotiation for Professional Development

Finally, according to Lazarus (2014), implementing NLP in corporate organizations will result in improved selling and customer reachability, improved people management, and increased trust-building efficacy. Making better selections and choices, adopting a mindset of success and excellence throughout the rest of one's career, etc. Increasing the likelihood of advancement and career/business success, as well as gaining a competitive advantage over those who do not use NLP.

For inspiration in organizational growth, overall quality management, team building, and strategic planning, many business executives and consultants have turned to the creative and innovative features of NLP. Much of what is taught in negotiation training is based on NLP techniques. It makes it possible for salespeople to sell the fantasy. Furthermore, public speaking and presenting abilities are becoming an essential element of corporate life. Effective speaking and optimal performance require NLP self-management strategies, language patterns, and goal planning. .

2. RESEARCH METHODOLOGY

To better understand some of the underlying reasons that may lead to a better assessment of NLP status in the UAE, primary data is required. This exploratory study intends to evaluate NLP patterns and behaviors used by a group of UAE employees and managers in order to give insight on current workplace practices. A survey questionnaire was used to perform the study, which lasted from September to April of 2013. "Using a survey strategy allows the collection of a large amount of data from a large population in a highly economical way... resultant data is used to suggest possible reasons for particular relationships between variables and to produce models of these relationships," Saunders, Lewis, and Thornhill (2007) write (p. 138).

The Survey Design Questions were created in a number of different styles. Question types include dichotomous, multiple-choice, and Likert scale. The survey utilized in this study is an 11-question questionnaire that was issued to 114 employees who were requested to complete the questionnaire online and whose replies were used to derive the final results. The first three questions focused on respondents' understanding of the concept and use of NLP, while the fourth and last question focused on the respondent's background.

2.1 Questionnaire Structure

The questionnaire is divided into four sections:

- Technical understanding of the subject: this section, which includes questions 1, 2, and 5, assesses people's awareness of NLP as well as the Gulf employees' level of NLP education and awareness.
- The second section, which includes questions 3, 4, 6, and 10, represents the respondent's attitude toward the issue; it aids in the evaluation of the respondents' behavior and sentiments, as well as determining how much they believe in NLP.
- The third section of the survey, questions 7–9, is about NLP implementation. Its major goal is to determine how ready respondents are to accept, understand, and apply NLP-related knowledge and techniques. This section will instruct the researcher on how to reach out to the right people in order to get the greatest results.
- Six demographic questions are included in the final section. The information gathered will help to shed light on the respondents' backgrounds.

2.2 Choosing a Sample

Through an online questionnaire with straightforward and simple questions, data was obtained from a sample of people working in various business domains and from various educational backgrounds. The sample was not chosen at random, but rather because the employees approached have a variety of experiences and are eager to give their perspectives, have worked in the UAE for a long time, and hold various managerial positions.

Each of the 150 respondents comes from a distinct environment, works in different sectors, and represents different age groups, management levels, and marital status in the UAE and specifically in Dubai, a state of the Emirates. After deleting incomplete and incorrect questions, only 114 questionnaires were deemed usable, resulting in a response rate of around 74%. The poll was performed using the survey power tool "surveyMonkey.com," which is available online. A total of 150 candidates were found, with management executives, middle management, and top management represented. The survey link was provided to each person's personal email address, and the power tool successfully captured all of the responses in accordance with the organized survey. Setting the survey's objectives, specifying the population of interest, defining the type and intention of using the data collected, selecting the sample, constructing the questionnaire, pre-testing the survey, conducting the survey by contacting the sample, and analyzing the collected data were all factors considered during the survey's conduct (Hejase and Hejase, 2013, p. 40).

3. RESULTS AND FINDINGS

3.1 Knowledge about NLP

This section displays the respondents' technical understanding of the issue; it aids in determining the amount of public awareness of NLP, as well as the level of NLP education and awareness among Gulf employees.

According to the results of technical knowledge questions, 42.1 percent of respondents are familiar with NLP terminology. This is not surprising, given that NLP is a relatively new field in the Middle East. Furthermore, the majority of the managers that are interested in the topic are in senior management positions.

Furthermore, 50 percent of the 48 respondents (or 42.1 percent of the overall sample) who were aware of NLP ideas acknowledged that they first learned about it from someone else. 20.8 percent said they learned about NLP through the web and surfing the Internet. Only 10.4% of those polled had been exposed to NLP through a course they had taken.

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