The Use of Neuro-Linguistic Programming in Business Public Speaking

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Abstract

The article deals with the use of NLP in training for public speaking. Its main part consists of a case study showing how the use of NLP can help improve public speaking skills. After a brief presentation of the specific NLP techniques, the author explains how the use thereof can improve a public speaker performance and well being.

Keywords: *business communication, public speaking, Neuro-Linguistic Programming, communication skills*

Introduction

In my research,I will talk about the use of Neuro-Linguistic Programming in business formation. I chose this topic because Neuro-Linguistic Programming is very useful in our personal life but also in business settings. It helps us explore the inner workings of human mind; the way in which we think; how to develop our desires, goals and fears; how to make connections; how to motivate ourselves; and a lot of other things. The basis of effective interaction is based on our ability to read and understand others' mental maps.

NLP was advertised, in the early 1980s, as an important advance in psychotherapy and counselling, and attracted some interest in counselling research and clinical psychology. However, past research done by Tomasz Witkowski shows that out of a number of 33 studies only 18.2% of the results support the basis of NLP and 54.5% are non-supportive results of the NLP basis, while 27.3% represent uncertain results. Therefore, this qualitative analysis indicates the fact that there is a higher weight for the non-supporting studies.

However, research has not been done for over a period of 20 years and few of the studies are considered large enough to constitute scientific proof. However, what they have done is that they offered us a reason for researching further and a base for using in an experimental way NLP.

The aim of the research paper is to show the effectiveness of NLP in business formation.

The research questions are the following:

1. How does NLP affect business formation in public speaking?
2. What are the main techniques and models that are used in NLP?
3. What are the benefits of NLP?

The research consists of analyzing a business situation by using NLP techniques.

Case study – Public speaking in business situations
1. Situation
Georgiana often has to give presentations as part of her work. In one to one meetings she felt comfortable, however whenever she had to present to a large audience she felt nervous and uncomfortable. If she knew several days in advance that she had to present it was even worse because she would start to create different negative situations and all of the aspects that could go wrong. For example, she imagined that she would not be able to explain her points clearly, people would get bored and would not pay attention, she would lose track of her notes, etc. She would see the audience leaning forward to hear or just sitting back and looking away. The emotions that she would encounter were the following:

- heart beating fast
- nervousness
- sickness
- mouth dry

In business today public speaking is one of the most important skills. At some point, almost everyone in business has the need to present (e.g. job information, project updates, etc.). Today, one of the most common problems in business is the fear of public speaking. It appears that the ability to communicate with a group or to an audience is simultaneously the most feared and admired skill in business.

Fear of public speaking is actually a complex phobia that combines many others. Fear of public speaking can include the following: fear of open spaces or crowds (agoraphobia), fear of people or society (anthropophobia), fear of failure (atychiphobia), fear of ridicule (catagelophobia), fear of confined spaces (claustrophobia), and fear of social evaluation (sociophobia).[1]

The key to successful presentations is planning. We need to address the following questions: How do you plan a presentation? Do you start by designing slides or by designing states? Do you begin with what you want to say or with what you want the audience to do? Through NLP we work both on group influential skills and on the ability to present with impact. Through group influential skills we refer to the ability to communicate using multiple layers of information to different sensory preferences, stated and intelligences and to get

those different people to act in unison. Furthermore, presenting with impact refers to your attitude to enable you to achieve maximum effectiveness.

There are different techniques that we can use in NLP in order to enhance effective presenters. Therefore, I will present how we can solve the issue through NLP techniques.

For many years, courses for presentation skills try to get people to achieve these behaviours by consciously copying those behaviours. Through NLP we try to develop the states and beliefs that lead to those behaviours, therefore you do not need to think about them, they will come naturally. You already have in your mind a model of exceptional performance in your mind, the next step is to unlock it and transfer it into your behaviour.[2]

2. NLP in public speaking

2.1. Neuro

Neuro refers to the nervous system, your brain, your neurology. It includes all your senses, such as: hearing, seeing, smelling, touching and tasting. In this case Georgiana is creating pictures inside of her head of how her presentation will be like, she also hears sounds (the audience). Due to this she experiences a lot of different feelings of being nervous and uncomfortable. Furthermore, she also has internal dialogues and conversations with herself. She is saying that she cannot do it, that the audience will not be pleased, etc.

The model/perception that Georgiana has created about public speaking is the internal representation in her neurology. This is how we communicate to ourselves and others, how we make sense of neural activity and how we explain what things mean. Furthermore our internal representations are affected by the language we use, and how we behave is determined by the meaning of those internal representations.

2.2. Linguistic

People's behaviour is affected by the language we use. What you say to people will affect the state they are in and also what they will do as a consequence. In our context, Georgiana offers a presentation and the language that she will use will affect the state and behaviour of the audience. Therefore the state and behaviour of the audience will affect the outcome of a successful presentation.[3]

The purpose of Georgiana's presentation is to get her message across. Therefore the way in which she will communicate when she is presenting (what you say and how you say it) will affect the state and potential behaviour of

everyone in the audience. In order to get your message across effectively and easily, it is important to know how to structure your communication in a way that every person in the room will be in the best state for receiving the message. It is important to create a win-win situation, by this I mean that not only do you want to get the result that you desire but the audience also wants to learn the things that they want.[4]

2.3. Programming

Programming refers to our habits, our repeating patterns of thinking and behaving. We are not usually aware of them because these programs are running unconsciously. In this case, Georgiana has programs for getting motivated, programs for learning, programs for making decisions, programs for knowing what is real, programs for being creative, and programs for remembering.

Some of the programs work effectively while others may be less effective. Our programming is sometimes achieved, but sometimes we have programming thrust upon us. It is important to discover and use these programs that work well and achieve excellence.[5]

3. Pillars of NLP in Public Speaking

It is also important to understand how we can apply the four pillars of NLP to public speaking. These four pillars represent the foundations of NLP and these are the following: rapport, sensory awareness, outcome thinking and behavioural flexibility.

3.1. Rapport

It is essential to understand how to build a relationship with others and also with yourself. You can build rapport in public speaking by doing the following:

- Use a personal story to connect with the audience. This shows the fact that you are open and it will make them more receptive.
- Create images and movies in the heads of your audience. If you do this, everyone will see something different in their mind and they will add their own experience to it.
- In order to enhance your message, you can use variety in your voice. For example: you can quicken the pace in order to add tension, you can emphasize key words in order to bring out important aspects. It is important to connect with your own emotions.
- Make eye contact. If you make eye contact with the audience than people will feel connected to you.

3.2. Sensory awareness

It is important to understand how you can use your natural sight, touch, sound, taste, smell and feelings capabilities to your benefit. It is important to offer a high sensitivity to others is also essential, by paying close attention to the audience and using what you observe and hear to step into their worlds. If you observe that a certain part of your presentation draws the attention of the public than focus on the part in order to continue to catch their attention. [6]

3.3. Outcome thinking

Outcome refers to starting to think about what you want rather than getting trapped in a negative problem mode of thinking. It is important to keep in mind that your main purpose is the audience. You want to be confident, relaxed and offer the audience the information they need. You should not get trapped in your negative problem which is the fact that public speaking creates nervousness. You can make the best decisions and choices if you use the principles of an outcome approach.

3.4. Behavioural flexibility

This term refers to discovering and understanding how to do something different when what you are doing at the moment is not working. An important aspect of exercising NLP is to be flexible. Try out different techniques of presentation and see which one is beneficial to you. Make your behaviour flexible according to your audience and your presentation. [7]

4. Setting your goal

You need to ask the following questions:
- What do all presentations want to say regardless of the content or topic?
- What do audiences want to know?

It is useful to consider first about the message that your presentation offers, this represents the foundation. Furthermore it is important to take into consideration the context in which you are presenting. Are you presenting to clients, colleagues, shareholders or someone else? Are you informing, persuading, selling or something else? Presenting represents a specialized communication tool, therefore it is important to use it in order to achieve the right outcome for you.

First of all you should begin by thinking about the starting state of the audience. In this case it is important to be realistic because even if you might want them to be curious, the reality might be that they are bored and tired and

you need to take that into consideration. This can be recognized as an extension of the concept of pacing and leaning. The first stage of pacing represents gaining rapport. There is no point of pretending that the audience is curious if the audience is really feeling critical. In order to get them out of their current state, you need to pace their critical state. This can be done by:

1. getting their attention
2. telling them what to do
3. offering them the information they need
4. getting them to do it.

It is important to start by planning how you want the audience to respond and not what you want to say. If done otherwise, the presentation will appear more like transmissions than interactions. You should know what you want the audience to do with the information; do you want them to agree with it, make a decision, understand it, use it, etc? Your starting point for designing a presentation is always the outcome for the audience.

5. **Expectations**

Long before you stand up to speak, you will be communicating with your audience. Due to this, it is very important to start shaping their expectations in order to support your outcome.

Here are a few examples:

- If your main intention is to sell a product, you should not tell your audience that your presentation is an informative one. This is because if you then ask them to buy, it will come as a surprise to them and their reaction will be according to this;
- If your main intention is to update people on a certain project, then you should inform them at the beginning. You should make it clear that you do not need suggestions or feedback because otherwise your project will be pulled apart by them because that is what they consider is correct to do;
- If your main intention is to present your audience with detailed information than you should inform the audience that at the end of the presentation you will ask them to make a decision. If you do not tell them this, then it will be very difficult for them to make a decision as they did not pay attention to what they need to understand in order to make a decision. If you inform them, then they will pay attention to what fits with their own decision strategy.

Therefore, it is important to ask yourself the following question: what communication do you have with your audience before your presentation that

you can use to reinforce your presentation?[8]

6. **Environment**

Take into consideration the fact the environment in which you will be presenting will have great influence on the audience and your outcomes, especially if you plan the environment in conjunction with the audience's expectations. Not only should you think about the location but you should also think about branding and signs that will add to the expectations of the audience.

The environment can help or hinder you in achieving your outcome, so it is important to consider it.

7. **Structuring the presentation/ Techniques**

There are different formats that you can use in order to establish a powerful communication with the audience. Here are some examples:

7.1. Modeling presenters

A good way to start developing the skills through NLP is to find someone who has these skills and you consider them motivational and excellent presenters and model it. It is easy to find people who do it well and people who do it badly because public speaking is a commonplace activity. We can find people that give press conferences or speeches on the TV or on radio, and observe what works well in terms of managing the audience's state towards a particular outcome.

Everyone has in their mind a model of excellence that we can relate to in order to develop our skills. Because we have seen many public speakers, we already have all the information that we need in order to become an outstanding public speaker. First of all, you need to think of someone that you consider an exceptional presenter, performer, trainer or teacher. You should ask yourself the following question: What do they do?[9]

Usually the most common answers to this question are the following:
- Relaxed
- Confident
- Are in control of the presentation
- Know a lot about the subject

Furthermore, based on these assumptions you should ask yourself the following question: How do you know that they are relaxed, confident, in control of the presentation and know a lot about the subject? Therefore we can answer this question by finding certain behaviours that represent good presenting, these are the following:
- Have clear outcomes

- Smile and make eye contact with the entire audience
- Finish on time or even early which means that they are in control
- Answer questions
- Tell stories which shows that they are knowledgeable
- Access different states in order to reinforce the message.

7.2. Framing

If you tell people what you want them to do then you are helping them to filter the information so that they pay attention to what is important to them. People will not be completely prepared if you do not tell them what to do until the end. This process is known as framing.[10]

Here are some examples of how you should tell your audience what you want them to do:

- I am going to present an update of a project after which I would like you to give me feedback.
- I am going to present some information after which I would like you to give me your opinion.
- I am going to present a proposal to you after which I would like you to make a decision.

Association (Shifting referential index)

You should begin your presentation by talking about the wider context, people in general, the move to a more relevant sector of the population, then to the people in the room, then to "you" and finally to "I". The referential index shifts as follows throughout the sequence: Everyone (everything) -> them -> us -> you -> I

7.3. Anchoring

Anchoring is a powerful NLP technique that permits you to change your emotional state at will. Anchors represent unique parts of experience that usually bring back or trigger the totality of an original experience. People are being anchored all the time, anchors act as neurological shortcuts that help us speed up the time of reaction.[11]

NLP anchoring focuses on the ability to get into the most appropriate, most powerful state for a particular event or task and then being able to access that state whenever you need it.
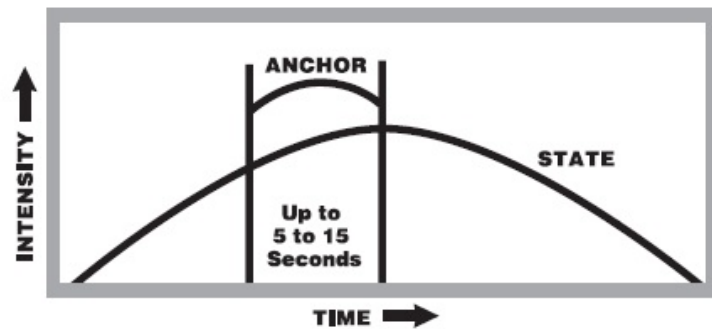
Application of an Anchor:

Fig. 1 - Application of an Anchor
Source: http://www.drmatt.com/2013/10/24/your-resourceful-state-nlp-and-anchoring

This means that before you go on „stage" also during your presentation or performance, you can access a mind-state which is confident. The basis of this technique ist o make a connection between two different experiences in the brain. For example, if you connect a physical sensation (for example touching forefinger and thumb together) with a memory of a successful personal experience, then each time you induce the physical sensation, the emotional feeling-state of the memory will be triggered.

There are four steps to creating a robust 'anchor' and these are the following:

1. Remember an experience when you felt confidence. *Make the memory vivid by remembering what you heard, how you felt, what you saw, and what you smelt.*

In order to help someone overcome the fear of public speaking we can use anchors by placing that person into a relaxed, very powerful and confident state at first. This can be done by having that person think of a situation in which they were powerful, relaxed and confident and physically act as if they are in that state or back in that state. That person would be then encouraged to immerse themselves and understand all the nuances of how they manifest powerful, relaxed, confidence. [12]

2. Activate a physical trigger *when your memory is at its clearest.*

This has to be something that you can do without anyone noticing. You should not choose to do something which is difficult to do when presenting, such as: touching your toe to your ear. Not only is this difficult to do, but it does not look appealing when presenting. A good example can be making a fist or touching forefinger and thumb together.

3. *In order to reinforce the anchor, you should* **repeat steps one and two** *with the same or different memories.*

When the steps are repeated, we should repeat them with the empowering feelings growing more and more clear and tangible each and every time.

4. Test the anchor. *Notice how your mind-state changers when you use the physical trigger.*

It is important to remember that anchors get stronger through use. You should start at least two weeks before your presentation and focus on strengthening your anchor through practicing steps one and two over and over again. [13]

Rehearse

Many performers and presenters rehearse their performance over and over again in order to perfect it. If you want to become a perfectionist than you need to make sure that you rehearse your speech many times. The following are the phases that you need to follow in order to rehearse effectively:

Phase 1: rehearse your speech with a simulated audience.

Organize in front of you a row of chairs in order to simulate the audience. Afterwards, practice walking on to the stage and face your audience. It is important to use the NLP anchoring technique.

Phase 2: rehearse your speech in front of just one friend or family member.

Time the presentation and ask your friend to smile at you while you present. As part of the presentation, rehearse walking on to the stage and stepping off. During your presentation, speak a little more slowly than usual.

Phase 3: invite a small group of friends to listen to your presentation

Follow the guidelines mentioned above and make sure you treat the presentation like a dress rehearsal. You need to wear the clothes you have chosen for the presentation, and simulate stepping onto the stage.

Therefore the summary of the rehearsal steps is the following:

When the anchor is successfully installed, the individual would then be asked to present a relatively simple proposition in front of one or two people. The focus should be on how that person is presenting and what the audience is responding well to. When the audience responds well, the anchor is triggered and reinforced every time. This repetition increases the power of the anchor and transforms it into what is known as a 'ballistic' anchor due to the fact that its efficacy increases, rather than diminishes, with use. [14]

Once a person experiences success in speaking to small groups, the cycle is gradually repeated with larger and larger audiences. A stronger and more solid reference point is created with each success. This reinforces the beliefs and feelings that tell the person that he is in fact great at public speaking.

How to deal with performance nerves

Tension will rise as the day of your presentation draws closer. This is good because it represents the way our body and mind prepares itself for such an occasion. It is important to explain this to yourself in a way that is helpful.

The nervous tension will be more pronounced on the day of the presentation. As the hour of the performance comes closer, you may experience "butterflies" in the stomach, trembling knees and overall tension. This is the result of increased adrenaline production and a subsequent heightened pulse rate.

In order to deal with the tension you need to reframe your experience. Instead of telling yourself how nervous you are, say to yourself: "I am preparing myself for the presentation." Waiting offstage can calm you down. You can use the time productively by doing some calming breathing exercises. I will present two types of exercises and these are the following[15]:

Exercise 1: Let your arms hand by your side. Now breathe in deeply and simultaneously raise your arms until your palms touch above your head. Then turn your hands back to back and slowly bring them down to your side, exhaling slowly at the same time. Repeat until your pulse rate has calmed down.

Exercise 2: Very slowly bring your dominant hand up and lay it gently and kindly upon your heart region. Then breathe softly in and out.

Your inner tension will be at its strongest as you walk on to the stage. Take a moment to use your 'anchor' before you start to speak in order to activate a confident mindset. Smiling will help you calm down, and it makes it easy for the audience to connect with you. It's important to structure your introduction in such a way that it captures your audience's attention, as well as allow you to calm down.

It is important not to get caught up in thoughts about how you are doing, but to get immersed in your presentation. Return to the present moment by noticing your sensory experiences in case you notice a lot of thoughts. For example, notice your feet touching the ground. Remember to speak a little more slowly than usual and draw deep breath in between sentences.[16]

The secret of success lies in the preparation, and in how you use your mind. There are strategies that set you up for success. They include chunking down your information, using structures that storytellers have used since ancient

times, applying a continuous story thread or motif to your presentation, and creating emotional tension and release within your talk. Most importantly, through using the psychological strategies above, you can control your mind-state and access your full potential in order to create a memorable and enjoyable presentation.[17]

7.4. SWISH

The SWISH is a technique for using distinctions in thinking in order to replace a problem state with a desirable state. Not only is it powerful and fact, but it is also good for dealing with unwanted behavioural habits. [18]

As I have mentioned in chapter 2, this technique is used for managing negative thoughts and feelings about the past, present or future. In this case, we are managing negative thoughts about the future.

Therefore we have the following situation:

1. Georgiana is nervous and uncomfortable when she has to present in from of a large audience.

2. Every time she imagines herself giving a presentation her heart would start beating fast, she would feel sick and her mouth would dry.

3. She knows that it is just a thought because her past presentations have been good.

4. Instead of feeling nervous and uncomfortable each time she has a presentation, she would like to feel relaxed and confident.

Therefore we have the following 4 points that enable us to use the SWISH technique:

- Unwanted feeling: being nervous and uncomfortable.
- Trigger: The thought or image which evokes these negative feelings is the image of presenting.
- Check: She knows that it is just a thought
- Replacement image: she can see herself acting like she wishes to (relaxed and confident).

1. First of all, you need to identify in yourself the response that you want to change.

In our case Georgiana does not want to feel nervous and uncomfortable every time she needs to present. Therefore the reaction that she would like to change is nervousness and the feeling of being uncomfortable. The emotions that she would encounter were the following: heart beating fast, nervous, sick, mouth dry, etc.

2. Secondly, you need to identify the trigger. What precedes your reaction?

You should re-create this in you thinking in exactly the way it happens. [19]

In this case, it is the sight of the audience in front of her. Therefore, she should imagine herself exactly in that situation, looking at the audience in the way that she does. See exactly what you see as if you were there.

3. Now we must see which facets have the greatest effect on the way that you think about this trigger. Your reaction should be intensified by some elements. Visual triggers are most common of the SWISH and the size and brightness of the image represents the greatest impact.

In our case it is the image of the audience that triggers a response. Even if this image triggers the response you do not want, the aim is to connect this image with the response that you do want.

4. The next step is to think about something that is different, something that "breaks your state".

For example, you can think about what you are going to eat tomorrow morning.

5. Furthermore, you should image the person you would like to be, the qualities that you would like to have, the style that represents who you truly are.

You should imagine this as if you wete looking at yourself as an observer. Do this until the image is the one you desired. You should also check if this fits with the audience, if it represents a benefit for them.

In our situation, Georgiana wants to be:

- relaxed
- confident
- in control of the presentation
- know a lot about the subject

6. Think again about something entirely different, that will break your current state.

For example you can think about your telephone number backwards.

7. The next step is to make an image of the stimulus, the trigger that creates the response that you want to change.

In our situation, the size and the brightness of the audience intensifies the trigger, therefore the size of this image should be made big.

8. The image of the "new you" should now be taken and made small and dark. Then you should place this image which is small and dark in the corner of the bigger image.

9. The next step is to quickly make the small and dark image bigger and brighter.

Speed is very important; therefore you should do this as fast as you can.

This movement can be accompanied by a sound, a SWISH sound, hence the name of this process (another sound can be chosen if you want). The feelings of becoming the new you can be associated with the sound. [20]

10. The state should be broken again.

The images should be cleared so that you can have a fresh start. A new image should be created before you start again because if not you may set up a loop in your thinking.

11. The process should be repeated at least five times in order to check to see if it works.

This will be known when you experience or imagine the trigger for the original state and your response has changed to what you wanted it to be and you SWISH immediately into the new you. If it does not work, go back and repeat the experiment with different parts of the process until it works.

7.5. Circle of excellence

The circle of excellence is an effective and simple technique for getting you to do what you need to do in the right frame of mind. The presupposition which it focuses on is that people have all the necessary resources to succeed. [21]

The following are some examples of situations where it can be used:
- To increase confidence before an interview
- To overcome nerves at exams
- To relax at the end of the day
- To deal with nervousness about making a presentation
- To stay calm and alert when chairing an important meeting
- To stop irritation at everyday distractions

In our case we are dealing with nervousness about making a presentation. Therefore here are the following steps that you need to follow in order to get yourself in the right frame of mind:

Step 1 – Identify the situation or the event that is coming up that creates your nervousness or anxiety about or a situation which you are not looking forward to.

In our case the situation or event that Georgiana is nervous about is public speaking. She is uncomfortable when making presentations to a large audience.

Step 2 – Remember a situation from the past that is similar to the one you want to work on. Afterwards, imagine a circle (about 1m in diameter) on the floor in front of you. As you relieve the past situation, step forward into it. You should make sure that you feel exactly what it was like. Now you have to try to remember what you saw, what you heard and how you felt in that past situation.

Ask yourself the following questions: What was missing for you? What personal resources were you not able to access in that situation? Choose three.[22]

In our case the three things that are missing are the following:
- confidence
- relaxation
- control

Step 3 – For each of these personal resources required (confidence, relaxation and control) anchor them into the circle as follows:

- remember a specific moment in the past when you had this resource.
- go back to that situation and remember the memory as clear and as in detail as possible.
- hear what you heard, see what you saw and when you feel that you are really associated with it, step back into the circle.
- When the feelings start to fade away, step back out of the circle.

This should be done for each of the resources: confidence, relaxation and control.

Step 4 – After each of these resources is anchored into the circle, take a moment to clear your mind. Try to "break state" by trying to recite you phone number backwards or try to think about what you are going to eat tomorrow morning. The final step is to imagine yourself in the future event and step forward into the circle in order to see what the effect is.

If you notice that there are other resources you need, repeat step 3.

In conclusion, the aim of my chapter three is to demonstrate the fact that if you apply NLP techniques and models, they will offer you solutions to overcoming fear of public speaking. There are several other techniques and models that you can use, however the ones that I have mentioned in this chapter are the most efficient and easiest to use. I have applied NLP techniques and models to this situation by showing how each step can be followed and what you need to do in order to be a great public speaker in business situation.

Public speaking is an important part of business formation, because many business situations focus on holding a speech in front of your employees or in front of your work colleagues. Therefore, NLP is an important tool in business formation and this chapter aims to prove how NLP applies to a certain business situation.

Conclusion

It is important to ask yourself if you are getting the results that you want in business. Neuro-Linguistic Programming techniques can help you in the

challenges that we face today in business situations. You can identify and deliver efficiencies, you can hold on to clients and employees, you can improve moral and increase organizational performance. Neuro-Linguistic Programming changes mindsets and focuses on putting and motivating you into a positive state of self-belief which empowers you to face the challenges you encounter and transform the business you are in.

Before using the techniques and models of Neuro-Linguistic Programming it is essential first of all to know what it means. Chapter one focuses on understanding what NLP means. The elements of NLP offer us an insight to its definition. You should understand the foundations of NLP and the benefits that it offers. Success depends on our ability to be excellent in everything we think, say, and do and NLP offers us the possibility to achieve this. However, excellence depends also on the context and many other business models have failed because they did not take this into consideration.

After understanding what NLP represents and how it can represent a success in business, it is important to understand how you can apply it. Chapter two offers some basic techniques and models that are used in NLP and that are considered to be the most efficient and effective. These techniques and models offer people the possibility to gain new insights and understandings about the situations they are in. They allow you to break down into practical steps what it means to see things from a different and higher perspective. NLP offers us a   set of language patterns that contains specific questions with the purpose to obtain information and to challenge and expand the limits to a person's model of the world.

Furthermore, in order to see how certain techniques are used in real situations I have offered in chapter three a business situations which is most common nowadays. I have applied to this business situation what I have explained in both chapters one and two. It is first of all important to understand the context; therefore I have applied the elements and the foundations and basics of NLP to the public speaking situation. I have also used all the techniques that can apply to this situation in order to offer solutions to the problem of public speaking.

Understanding the principles and tools of Neuro-Linguistic Programming can offer you the possibility to become an excellent influencer but also to acquire the techniques and self-awareness that will help you achieve your aspirations. NLP is the idea that if you seek new choices continually and if you try different things, you can achieve what you want.

Organizations which are forward-thinking embrace NLP because it offers benefits from the positive effects that it has on teams, individuals and overall

performance. NLP is now applied in education, counseling, parenting, personal development, health, coaching, sport, voluntary service and, of course, in business.

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