
NEURO-LINGUISTIC COMMUNICATION PROFILE ONLINE



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Introduction

In many respects, communication is the glue that holds organizations together. Therefore, it is in the interest of managers and employees to understand how to communicate more effectively so that tasks can be accomplished successfully, conflict resolved more easily, and products and services delivered in a quality manner.

The Neuro-Linguistic Communication Profile (NCP) is based on Neuro-Linguistic Programming (NLP), a construct developed by John Grinder and Richard Bandler in the mid-1970s. One of the premises of NLP is that each of us filters our communication and thinking in systematic and learnable ways. What Grinder and Bandler discovered is that this filtering process occurs during sensory intake. Each of us has a preference for taking in information (Input), organizing it in our heads (Processing), and communicating information to others around us (Output). This preference is based on the habitual and systematic use of our primary sense organs - literally our eyes (visual), ears (auditory), and body (kinesthetic).

In the most general sense, each of us has a visual, auditory, or kinesthetic orientation to communication. Actually we use all of our senses or channels. However, the Grinder/Bandler model suggests that we each have an unconscious preference for using one channel over another.

These filters to our communication are at once a resource and a roadblock. They are a resource when we use them in a balanced way, appropriate to work-related tasks. They are a roadblock when we dig in and insist on using our preferred way of communicating when another way might be more appropriate or effective. This roadblocking behavior can cause anything from a minor clash of interpersonal styles to a serious conflict. Thus, if a visually-oriented person complains that a kinesthetically-oriented person can't see eye to eye with her; or an auditorially-oriented person complains that a visually-oriented person just "can't hear me no matter how many times I tell him," then unnecessary conflict may arise not necessarily over the task at hand, but over differing ways of communicating valid ideas.

We used your responses to the Neuro-Linguistic Communication Profile to analyze your particular communication preferences and to develop a profile of your communication style. Effective communication requires that you understand what works and what does not work when you are trying to accomplish tasks. Developing an awareness of your communication styles and the styles of others increases your ability to sort out task problems from relationship problems. You can use the information in this report to help you adjust your communication behavior to match or fit others' preferred modes. This, in turn, will have the effect of reducing stress, facilitating problem solving, and improving decision making.

Interpreting Your Scores

The model of Neuro-Linguistic Communication reveals your visual, auditory, or kinesthetic preferences along three dimensions; your *Preferred Sensory Modality*, or way of taking in/attending to sensory information; your *Preferred Thinking Style*, or way of organizing and processing sensory information in your head or mind; and your *Preferred Mode of Expression*, or predominant way of expressing and producing sensory information.

Preferred Sensory Modality

Your Preferred Sensory Modality refers to your favored way of taking in (sensing) and attending to information. The Sensory Modality comprises three channels: Visual, Auditory, and Kinesthetic (Figure 1).

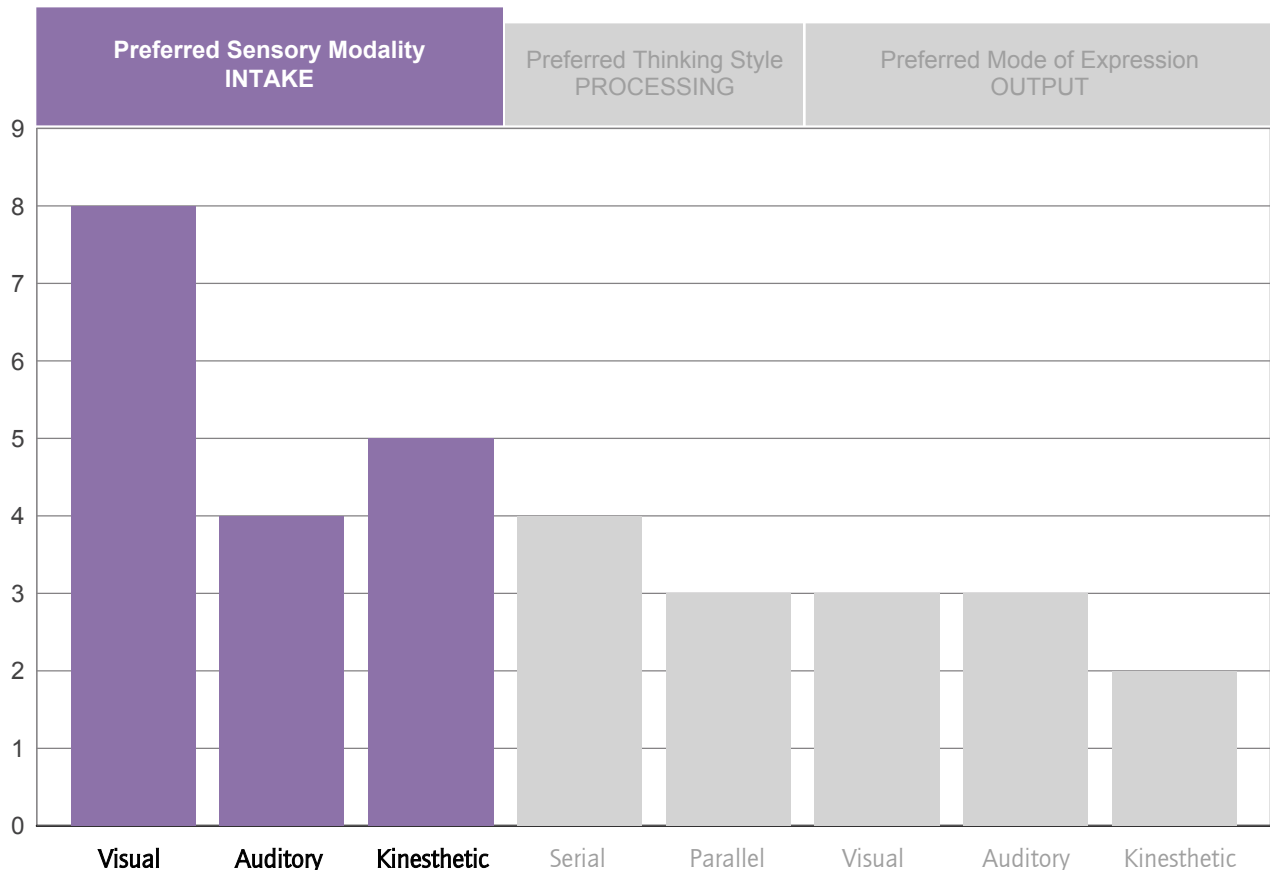


Figure 1: Preferred Sensory Modality

Your Preferred Sensory Modality is **Visual**.

Visual

- Highest awareness of visual information
- Prefers visual presentation of information, such as charts, graphs, etc.
- Make pictures in their head when thinking, listening, or memorizing information

Auditory

- Highest awareness of auditory information
- Prefers auditory presentation of information, such as conversations, voice mail messages, and phone calls
- Has internal dialogues when thinking things through

Kinesthetic

- Highest awareness of kinesthetic information
- Prefers visual presentation of information, such as demonstrations, mock-ups, or samples
- May take walks or fidget when thinking things over

Preferred Thinking Style

When taking in and responding to sensory information, each of us has a preferred way of thinking about or processing that information. We have a way of organizing the sensory information, regardless of whether it is visual, auditory, or kinesthetic. In the Neuro-Linguistic model, Grinder and Bandler refer to this as "chunking" information. Sensory information is chunked primarily into serial and parallel processes.

Many tasks require a combination of serial and parallel processing. However, most people find one pattern of organizing their thinking to be easier than another. This helps to explain why some people find a detail-oriented occupation, such as accounting, easy, and a strategic planning job that requires the ability to think about the big picture to be difficult - or vice versa.

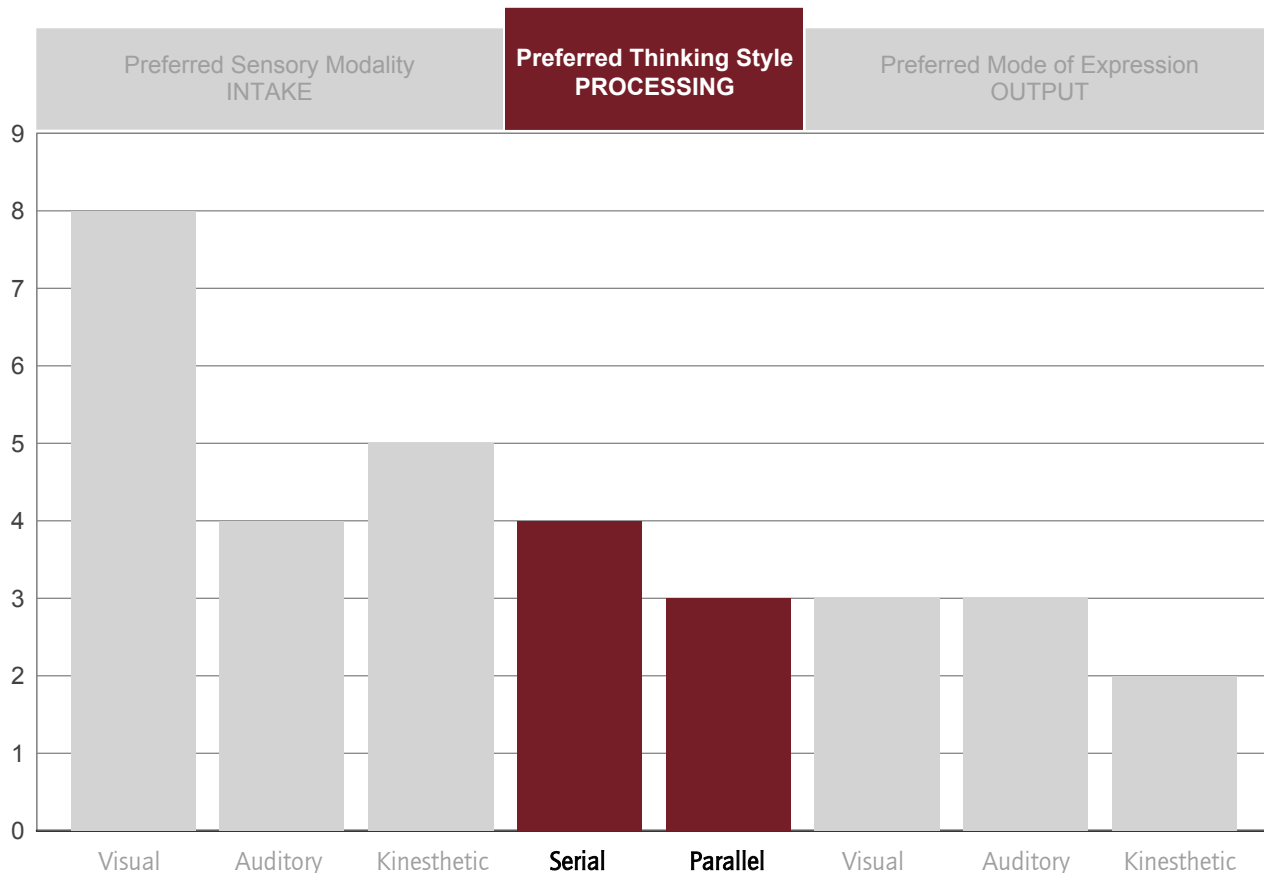


Figure 2: Preferred Thinking Style

Your Preferred Thinking Style is **Serial**.

Serial	Parallel
<ul style="list-style-type: none"> • Attention to detail • Focusing on a single task • Performing tasks in a step-by-step fashion • Completing one task before moving on to the next • Ability to construct logical step-by-step analyses • Left-brained 	<ul style="list-style-type: none"> • Attention to the bigger picture • Focusing on several tasks at once • Performing in multi-task fashion • Completing tasks at varying intervals • Ability to perform multi-levelled analyses • Right-brained

Sensory/Thinking Style

Preferred Sensory Modality and Preferred Thinking Style together describe how you prefer to take in and organize information (Figure 3).

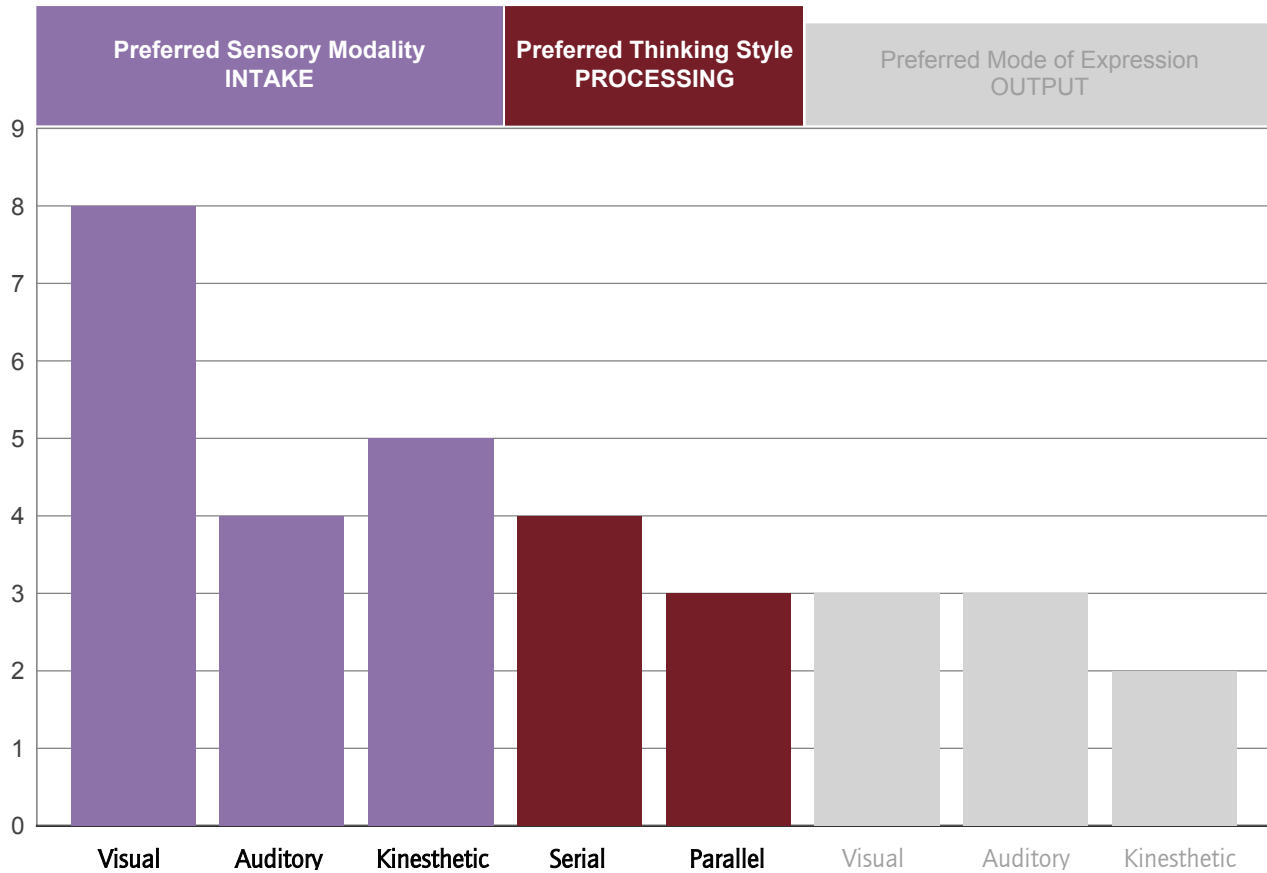


Figure 3: Sensory/Thinking Style

Your Preferred Sensory/Thinking Style is **Visual/Serial**.

<p>Visual/Serial</p> <ul style="list-style-type: none"> • Pays attention to detailed visual imagery • Notice misspellings, and arithmetic errors that others may overlook • The pictures in their heads are charts, words, and numbers • Visual imagery is detailed and analytical 	<p>Visual/Parallel</p> <ul style="list-style-type: none"> • Pays attention to global visual imagery such as films and photographs • Notices whether things are aesthetically pleasing • Takes in the panorama of an event • Visual imagery is colorful, 3-dimensional, and containing movement
<p>Auditory/Serial</p> <ul style="list-style-type: none"> • Pays attention to detailed auditory imagery, especially the spoken word • Likely to notice and correct others' speech • Weighs the pros and cons of issues through internal dialogue • Auditory imagery is detailed and conversational in nature 	<p>Auditory/Parallel</p> <ul style="list-style-type: none"> • Pays attention to how someone else sounds • Aware of accents and inflections, tone and tempo of speech • Notices changes of mood and emotion based on change of speech tone • Auditory imagery is tonal in nature, focusing on the concrete
<p>Kinesthetic/Serial</p> <ul style="list-style-type: none"> • Pays attention to how others move • Movements are precise and predictable • Aware of changes in body tension and physical comfort • Usually very athletic • Kinesthetic imagery is physical in nature 	<p>Kinesthetic/Parallel</p> <ul style="list-style-type: none"> • Pays attention to internal, emotional moods of a global nature • Gut feelings are important • Processes feelings as part of their decision making • Kinesthetic imagery is emotional and mood-oriented in nature

Preferred Mode of Expression

Whereas the Sensory Modality and Thinking Style govern how you take in and process information, Mode of Expression describes how you communicate to others i.e. your favored way of expressing yourself. Like your Preferred Sensory Modality, your Preferred Mode of Expression is governed by a Visual, Auditory, or Kinesthetic sensory channel. The focus here is twofold: to determine which type of verbal imagery you prefer to use to express your ideas, feelings, and task requirements; and, after assessing this, to analyze the predominant type of task-related information you produce.

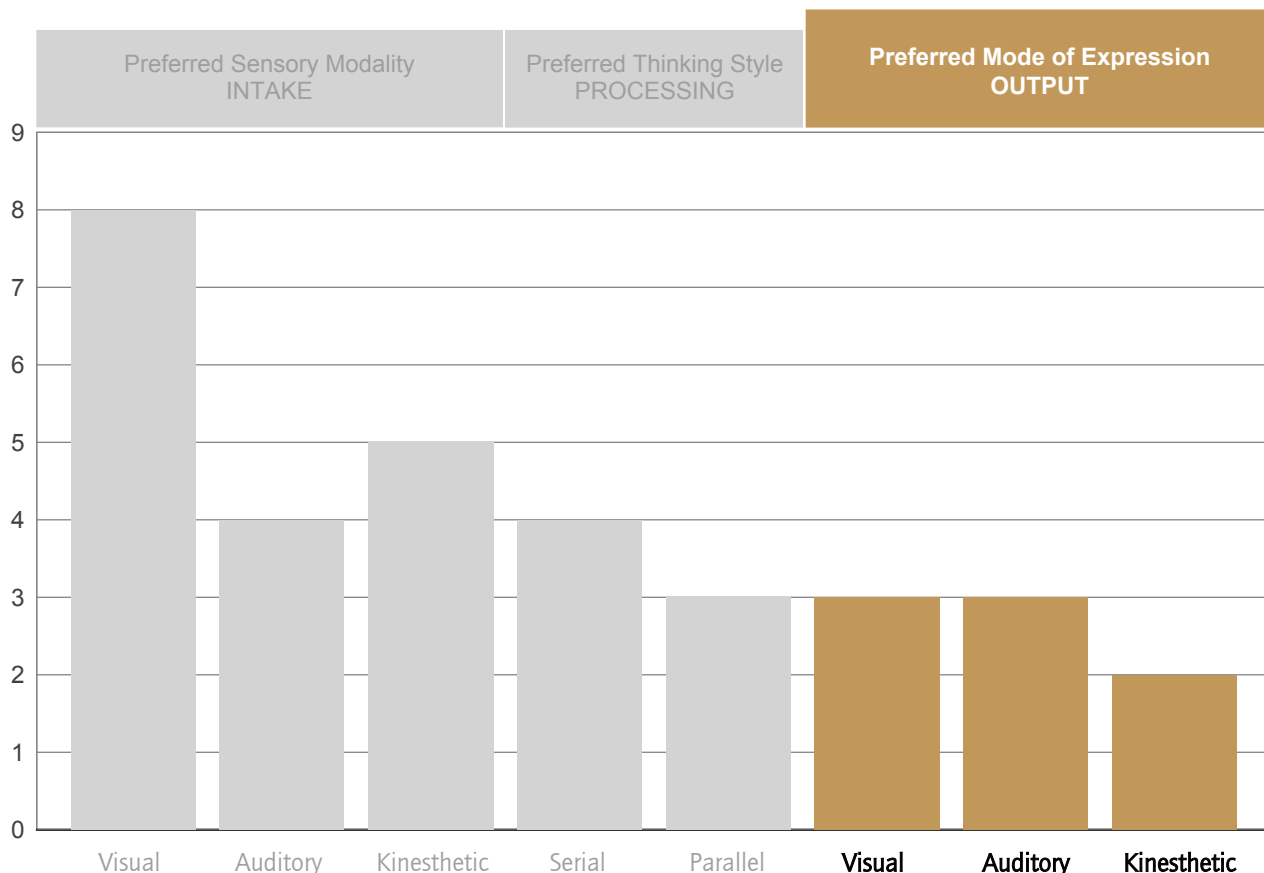


Figure 4: Preferred Mode of Expressions

You show an equal preference for **Visual** and **Auditory** modes of expression.

Characteristics	Sample Phrases
<p>Visual</p> <ul style="list-style-type: none"> • Expresses oneself primarily through visual imagery • Visual orientation is a primary component of communication style 	<ul style="list-style-type: none"> • "I can <i>see</i> that." • "That's a <i>bright</i> idea!" • Sam gave me a <i>clear</i> idea of his direction."
<p>Auditory</p> <ul style="list-style-type: none"> • Expresses oneself primarily through auditory imagery • Auditory orientation is a primary component of communication style 	<ul style="list-style-type: none"> • "Let me <i>explain</i> my position on that issue." • "That <i>sounds</i> like a good idea." • "When we worked on that project, everything <i>clicked!</i>"
<p>Kinesthetic</p> <ul style="list-style-type: none"> • Expresses oneself primarily through kinesthetic imagery • Kinesthetic orientation is a primary component of communication style 	<ul style="list-style-type: none"> • "I can get in <i>touch</i> with that idea. • "There seems to be a lot of <i>tension</i> in the air." • "Let me <i>sit</i> on that idea for awhile; I want to <i>plod</i> through the details a bit more."

Your Overall Communication Profile

By combining all three communication channels we are able to create an overall profile of your communication style.

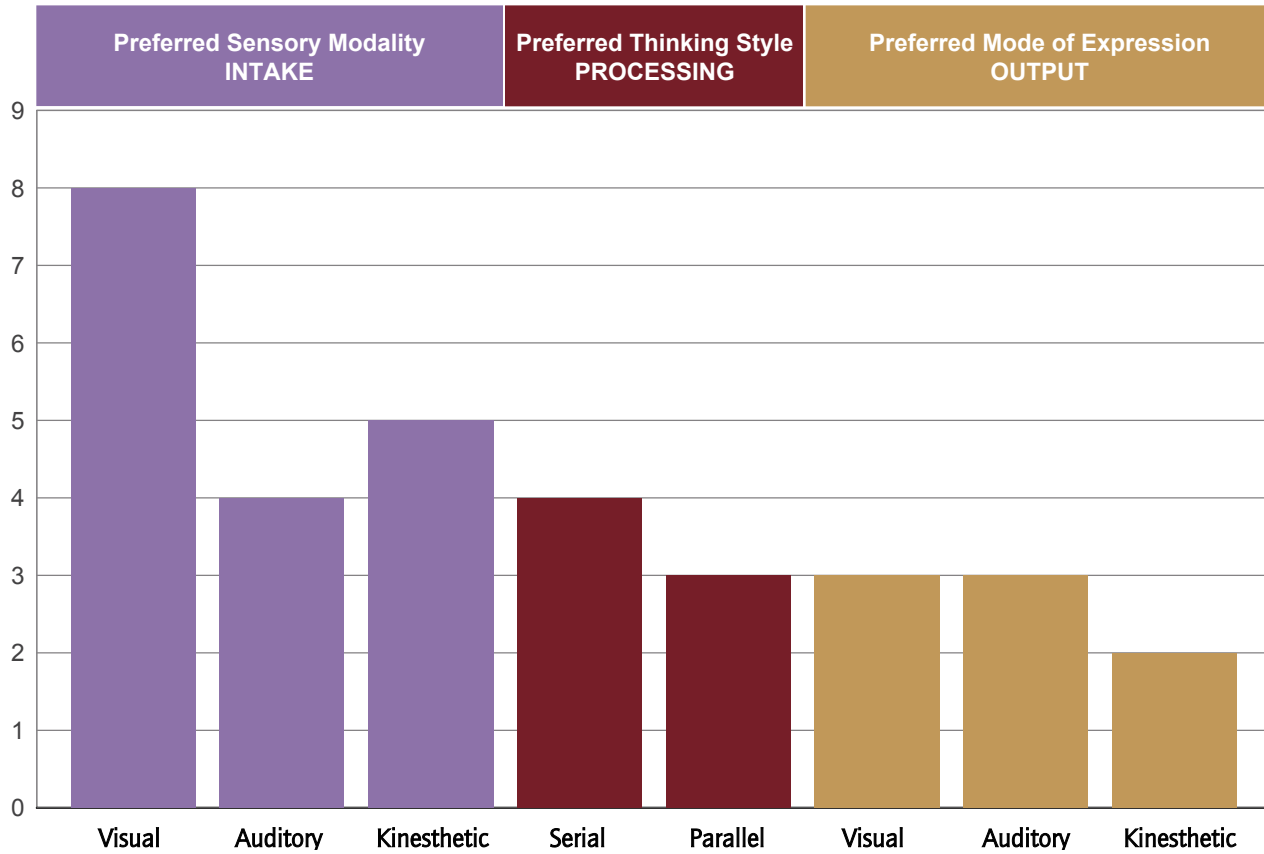


Figure 5: Overall Communication Profile

Your Overall Communication Profile is **Visual/Serial/Visual - Auditory**.

Preferred Sensory Modality

Visual

You show a preference for visual information and imagery. You most likely prefer to have information presented to you in formats that are visual in nature, e.g., charts, graphs, memos and like to have things described in visual terms. (“I can see that!”) When you think or listen to someone, you may be aware of making pictures in your head. Your mental rehearsal processes may involve making pictures of people, events, places, and words over and over again until you have them memorized

Preferred Thinking Style

Serial

When responding to or processing sensory information, you show a preference for Serial processing. This preference indicates that you tend to be detail-oriented and perform tasks in a step-by-step fashion, and complete one task before moving on to the next.

Preferred Mode of Expression

You have a preference for more than one mode of expression.

Visual

You show a tendency to express yourself by using primarily visual imagery. When presenting information, your preference is to produce visually-oriented products like reports or charts, rather than giving oral presentations.

Auditory

You show a tendency to express yourself verbally by using primarily auditory imagery. You may prefer to produce auditorially oriented information in the form of verbally explaining what you are thinking or how you have completed a project. When presenting information, your preference is to discuss the results, rather than making written reports or visual presentations.

Reading from left to right, the sequence(s) you have developed represents your predominant way of communicating with others. This is the most habitual way that you attend to information, organize it in your mind, and express the information to others. A complete model incorporating all of the information obtained in the Neuro-Linguistic Communication Profile can be found in the diagram below (Figure 6).

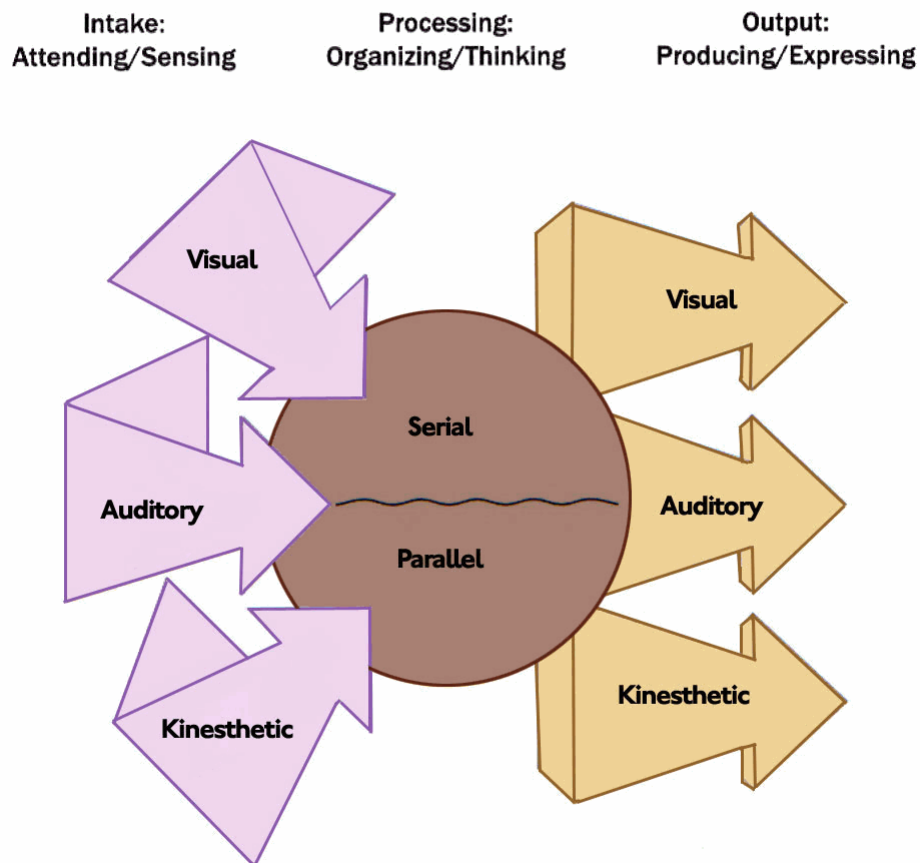


Figure 6: Neuro-Linguistic Communication Model

Rapport - The Key to Effective Communication

There are two critical elements to consider when developing effective communication: flexibility and fit. Specifically, management and psychological research have demonstrated that matching or fitting your style of communicating with another person commonly known as establishing rapport, increases productivity, motivation, and the accurate exchange of information (Figure 7). Conflict is reduced and decision making is improved. In order to match another's style, you may need to develop communication flexibility whereby you shift from your preferred mode of communication to the preferred mode of the person(s) with whom you are working. For example, if you have a highly visual orientation and someone you work with has a highly auditory orientation, then you need to shift from your preferred style to increase communication and rapport with that person. Grinder and Bandler emphasize that building rapport by matching communication styles is the key to effective communication. That is, to maximize communication effectiveness, your way of expressing must be the same as another person's way of sensing - and vice versa.

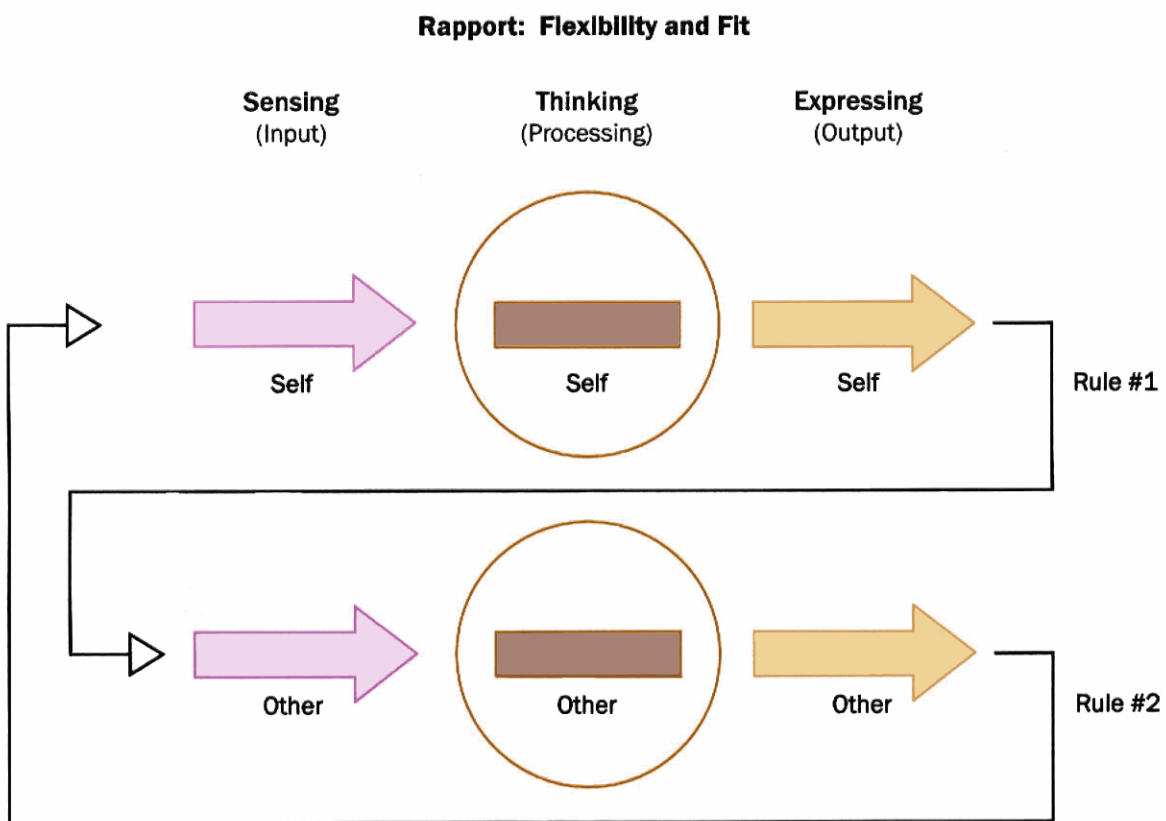


Figure 7: Rapport: Flexibility and Fit

To apply the Flexibility and Fit model, consider the following two rules or laws of communication:

Rule #1: "Does my way of expressing match your way of sensing?"

Rule #2: "Does your way of expressing match my way of sensing?"

If the answer to both is "yes," you have communication effectiveness or rapport. If you answer "yes" to only one, then you only have communication fit in one area, either sensing (taking in information) or expressing (producing information). If this is the case, some conflict may occur, and communication will not be as productive and satisfying. If the answer is no to both Rules, then conflict is likely, and you need to develop communication versatility or flexibility by increasing your ability to operate in other modalities and using other styles. It is also critical to communicate your preferences to those who work around you so that you can assist them in working more effectively with you.

It is a fact of modern organizational life that we must get along with others in order to accomplish our work effectively. As work has become more collaborative, team-oriented and cross-functional, the need to influence others over whom we have little or no direct control becomes critical. In order to gain influence and increase organizational and personal effectiveness, you need to have a good rapport with the key individuals with whom we work.

Rapport defines a comfortable, productive relationship, while a lack of rapport is a signal that a relationship needs attention and that a change of course is necessary. We have a rapport with those whose communication style is in sync with our own, and vice versa. To establish rapport, we can mirror others' behavior both verbally and nonverbally by matching their use of language, body posture, breathing, tone of voice, pace, and so on. We can also match their preferred modes of taking in information. For example, if a manager prefers to see an assignment written down or to have reports they can look over (visual), they will likely prefer a written progress report to a verbal update. To establish rapport and build a satisfying relationship with such a manager, you would need to respond in written form, even though it might not be your own preferred approach.

Matching someone's sensory mode, particularly when the other person is unwilling or unable to make a shift to align their sensory mode with yours, is the crucial step in communicating for positive change. It is a proactive approach to reducing or eliminating possible conflict. In the Neuro-Linguistic model, matching a person's primary sensory modality is the single most critical element in establishing rapport and trust, and is a powerful method for improving on-the-job communication and performance.

Assessing Rapport

You will recall that towards the end of the Neuro-Linguistic Communication Profile assessment, you were asked to select someone with whom you interact on a regular basis, preferably a person you better want to understand, and then respond to a short questionnaire about this individual. This mini-questionnaire is designed to measure the level of synchronicity or balance between you and the individual you selected in each of the three communication channels. The results (Figure 8) help you see where there are mismatches between your preferred modalities and your targeted individual's.

	Your Score	Mickey Mouse Score	Synchronicity
Visual	8	8	HIGH
Auditory	8	8	HIGH
Kinesthetic	8	8	HIGH

Figure 8: Assessment of Rapport

Thinking About Your Scores

We often make judgments about performance and competence based on our communication with others. Our responses to others affect quality of work, productivity, and, over the long haul, careers. The objective in seeking positive, healthy relationships is balance or synchronicity - specifically, balance between personal interaction and the achievement of work-related tasks. We need to synchronize ourselves with others by sharing work objectives, values, communication, and technical information. Synchronizing in this way maximizes performance and enhances personal job satisfaction.

The underlying principle for successful communication is matching the other person's sensory channels to create optimal understanding and job performance. Note that communication problems generally occur in one sensory modality or channel; they will not be across all channels. High vs. Medium synchronicity suggests you are basically in tune with that person, and your communication and decision-making in those areas is probably very good, hitting a few rough spots on occasion. It is when synchronicity is misaligned HIGH VS. LOW that you will need to adjust your communication style to better match that of the other person.

You may find yourself compatible with someone in one or two sensory modalities; however, conflict may occur when one of you unconsciously shifts to a modality in which it is neither easy nor comfortable to communicate. Each of us overlaps to some degree in the use of our sensory channels. This overlap is the reason why some degree of rapport and trust exists between individuals. However, if rapport is low, it is likely that incompatibility exists in one of the communication channels. Discovering this area and taking steps to increase your flexibility goes a long way toward improving work-related communication and performance.

There are two critical elements to be aware of when assessing rapport: your sense of interpersonal balance with the individual you targeted synchronicity and your mutual effectiveness with respect to achieving work-related tasks. Balance and effectiveness - not rightness or wrongness - are the guidelines to consider when assessing rapport. For example, is the relationship with the individual you selected characterized by tension, conflict, and poor decision making; or by harmony, trust, and effective problem solving? Keep these critical elements in mind when interpreting your scores.

Applying What You've Learned

Now that you have obtained information about how you communicate neuro-linguistically, you will want to apply it to your work situation. There was a time when managers and employees could each stay in their respective “corners of the ring.” The boss could hide out in the office, passing on information and requests by phone or e-mail, with little personal involvement. Similarly, employees could stay isolated in cubicles or offices, interacting little with colleagues or staff. Now, changing organizational structures demand personal involvement and commitment. Leaner companies, more project teams, flatter organizations, and blurred lines of authority make everyone dependent upon everyone else. The modern organization functions best when employees, regardless of relative rank, serve as “internal customers” to one another.

To gain flexibility and increase rapport in problem areas, there are two specific conflict resolution strategies based on the Neuro-Linguistic Programming model. The two basic strategies for making adjustments are referred to as shifting and adapting.

Shifting is the movement from one area of communication in which you are exceptionally strong to the use of a modality in which both people are balanced. For example, if you have a high score in the Kinesthetic modality (an indication that you are comfortable using this mode of communication), but the other person does not; but you do have a similar score in the Visual modality (indicating rapport in this mode), then shift your communication style to the Visual mode. In this example, you might make the following adjustments: rather than paying attention to feelings and personally demonstrating the work you have done, present your report through visual representations such as memos, charts, graphs, and notes.

Adapting is the movement from an area in which you are particularly weak to the use of a modality in which both of you are balanced. For example, if you have a low score in the Visual modality but the other person is most comfortable communicating in the Visual mode, then try to strike a balance by adapting to the Auditory modality. In this example, you could make the following adjustments: engage in conversations with the targeted individual, call him or her on the phone, or leave voice mail messages, rather than simply accepting his or her visual communications.

In both of these examples, you are moving to an area of mutuality, rather than going from your strength to the other person’s weakness, or from your weakness to the other person’s strength.

Exercises to Increase Awareness and Flexibility

Exercise One

Observe what others around you produce as a result of the work they are doing. For example, when completing a work task, do they talk about it and ask a lot of questions (auditory orientation); do they produce an ongoing stream of notes, charts, memos, and reports (visual orientation); or do they want to show you/demonstrate what they have done and share their feelings about it (kinesthetic orientation)?

This exercise will sensitize you to the various modes in which people work. When working with another person, try to match his or her orientation.

Exercise Two

Listen to the types of words people use when describing their thoughts and actions. Do they use visual words such as “see,” “look,” or “clear;” auditory words such as “hear,” “sound,” or “listen;” or kinesthetic words such as “feel,” “tough,” or “handle?”

This exercise will help you become aware of the type of language people use, which indicates their sensory preferences. Try to match the other person’s verbal imagery.

Exercise Three

While engaged in a conversation, select either a verbal or nonverbal aspect of another person’s communication and deliberately do the following:

- 1 Match (mirror) the communication you have selected and note both your reaction and the other person’s.
- 2 Deliberately mismatch the other person’s communication style and note both parties’ reactions.

This exercise will help develop your ability to deliberately match communication with another person, thus increasing your ability to achieve rapport.

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James P. Eicher, MA is the creator of Cognitive Management, a theory of management that applies research from the cognitive sciences to organization and management behavior. Jim is the author of the highly acclaimed book on management communication, *Making the Message Clear*. He is also coauthor, with John Jones and William Bearley, of the learning instruments *The Neuro-Linguistic Communication Profile*, *Rapport: Matching and Mirroring Communication*, *Post-Heroic Leadership: Managing the Virtual Organization*, and the *Conflict Style Profile: Managing Resolution Through Communication Reframing*.

Jim has taught numerous seminars and has consulted for Xerox, Northrop-Grumman, Sony, The Los Angeles Times, Bayer Corporation, Simon and Schuster, Reuters, KPMG Consulting, Amdahl, Chevron, National Semiconductor, Symantec, Nortel, Hughes Aircraft, Intel, Levi Strauss, and Abbott Labs, among others. He holds a Bachelor's degree in Theoretical Linguistics from the University of California, Santa Cruz, and a Master's degree in Educational Psychology from UCLA.

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