

UDC 339.138: 332.821

JEL: O33483

DOI: <https://doi.org/10.32983/2222-4459-2025-6-483-498>

MANAGERIAL IMPLEMENTATION OF NEURO-LINGUISTIC PROGRAMMING IN ARCHITECTURAL AND CONSTRUCTION COMPANIES: SYSTEMATIZATION AND PRACTICAL ASPECTS

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UDC 339.138: 332.821

JEL: O33

Makatora D. A., Kubanov R. A., Mykhalko A. O. Managerial Implementation of Neuro-Linguistic Programming in Architectural and Construction Companies: Systematization and Practical Aspects

The scientific paper explores the theoretical and practical aspects of implementing neurolinguistic programming (NLP) in the management system of an architectural and construction company. The relevance of using NLP techniques to enhance management efficiency in the context of increasing competition and technological changes in the industry is substantiated. Key aspects of NLP application in management are systematized: communicative (techniques of effective verbal and non-verbal communication, methods of rapport establishment, calibration of behavioural patterns, influence strategies), managerial (modelling successful practices, decision-making technologies, motivation methods, planning tools), organizational (formation of corporate culture, change management, leadership development, optimization of group dynamics), developmental (personal growth methods, self-management techniques, overcoming limitations, development of emotional intelligence), and analytical (methods of data collection and analysis, experience modelling, performance evaluation, process diagnostics). Successful examples of NLP implementation in international and Ukrainian architectural and construction companies have been analysed, showing a positive impact on key performance indicators. However, it is revealed that most companies use NLP fragmentarily, focusing on isolated aspects of activity, which limits the potential effect of these techniques. Recommendations are proposed for the systematic implementation of NLP in architectural and construction companies, including pilot projects, ensuring consistent training, regular performance evaluation, adaptation of techniques to the specifics of the company, and the creation of a change support system. Key success factors have been identified: leadership support, systematic training, focus on practical application, regular monitoring of the results, and adaptation of methodologies. Prospective directions for further NLP development in the architectural and construction sector have been outlined: integration with digital technologies, development of industry standards, creation of performance evaluation systems, and advancement of adaptation methods for the specific needs of different types of construction projects. The emphasis is placed on the importance of developing an NLP training system for the industry, which includes the development of specialized training programs, the creation of a database of industry cases, and the formation of a professional community for experience exchange.

Keywords: neurolinguistic programming, management, architectural and construction company, managerial efficiency, corporate culture, communication techniques, leadership potential, organizational development, emotional intelligence, change management.

Bibl.: 32.

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УДК 339.138: 332.821

JEL: O33

Макаторо Д. А., Кубанов Р. А., Михалко А. О. Нейролінгвістичне програмування з позицій менеджменту архітектурно-будівельної компанії: систематизація та особливості використання

У науковій праці досліджено теоретичні та практичні аспекти впровадження нейролінгвістичного програмування (НЛП) в систему менеджменту архітектурно-будівельної компанії. Обґрунтовано актуальність використання НЛП-технік для підвищення ефективності управління в умовах зростаючої конкуренції та технологічних змін галузі. Систематизовано ключові аспекти застосування НЛП у менеджменті: комунікативний (техніки ефективної вербальної та невербальної комунікації, методи встановлення рапорту, калібрування поведінкових патернів, стратегії впливу), управлінський (моделювання успішних практик, технології прийняття рішень, методи мотивації, інструменти планування), організа-

ційний (формування корпоративної культури, управління змінами, розвиток лідерства, оптимізація групової динаміки), розвиваючий (методики особистісного зростання, техніки самоменеджменту, подолання обмежень, розвиток емоційного інтелекту) та аналітичний (методи збору та аналізу інформації, моделювання досвіду, оцінка ефективності, діагностика процесів). Проаналізовано успішні приклади впровадження НЛП у міжнародних і українських архітектурно-будівельних компаніях, що демонструють позитивний вплив на ключові показники діяльності. Але виявлено, що більшість компаній використовують НЛП фрагментарно, зосереджуючись на окремих аспектах діяльності, що обмежує потенційний ефект від впровадження цих технік. Запропоновано рекомендації щодо системного впровадження НЛП в архітектурно-будівельних компаніях, включно з проведенням пілотних проєктів, забезпеченням системності навчання, регулярною оцінкою результатів, адаптацією технік під специфіку компанії та створенням системи підтримки змін. Визначено ключові фактори успіху: підтримка керівництва, системність навчання, фокус на практичне застосування, регулярний моніторинг результатів та адаптація методик. Окреслено перспективні напрямки подальшого розвитку НЛП в архітектурно-будівельній галузі: інтеграція з цифровими технологіями, розробка галузевих стандартів, створення систем оцінки ефективності та розвиток методик адаптації під специфічні потреби різних типів будівельних проєктів. Наголошено на важливості розвитку системи підготовки фахівців з НЛП для галузі, що включає розробку спеціалізованих навчальних програм, створення бази галузевих кейсів та формування професійного співтовариства для обміну досвідом.

Ключові слова: нейролінгвістичне програмування, менеджмент, архітектурно-будівельна компанія, управлінська ефективність, корпоративна культура, комунікативні техніки, лідерський потенціал, організаційний розвиток, емоційний інтелект, управління змінами.

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The relevance of studying neurolinguistic programming (NLP) from the perspective of management in an architectural and construction company is determined by the current challenges faced by the industry. In the context of rapid technological development and increasing competition, traditional management methods often prove insufficient for achieving success. The implementation of NLP techniques in management can become a powerful tool for improving communication, enhancing team efficiency, and optimizing managerial processes.

Firstly, the architectural and construction industry is characterized by the high complexity of projects and the need for coordination among a large number of participants. NLP techniques allow for optimized communication between different stakeholders, ensuring more effective interaction among clients, designers, contractors, and regulatory bodies. This is especially important in light of the growing scale and technological complexity of construction projects. Secondly, the modern market is characterised by increasing demands for construction quality and project deadlines. The use of NLP in management helps

to create more effective quality control systems, increases staff motivation to comply with standards, and optimizes decision-making processes at all stages of project implementation. A third important aspect is the growing competition in the architectural and construction services market. NLP approaches help companies develop unique competitive advantages through the development of employees' soft skills, improved customer service, and the creation of a strong results-oriented corporate culture. The fourth factor is the digital transformation of the industry. The implementation of BIM technologies, automated project management systems, and other innovative solutions requires high adaptability and readiness for change from the personnel. NLP techniques help overcome resistance to change and accelerate the implementation of new technologies.

Next, the fifth aspect is the increasing role of green building and energy-efficient solutions. NLP helps foster a new mindset among employees, focused on sustainable development and environmental responsibility, which is becoming increasingly important for modern construction projects. The sixth factor is

the need to manage multicultural teams in the context of the globalization of the construction market. NLP techniques help overcome cultural barriers and create effective communication strategies for working with international partners and clients. The seventh aspect is the growing importance of risk management in construction projects. NLP approaches improve the processes of identifying, assessing, and managing risks through the development of systems thinking and enhanced communication among project participants. The eighth factor is the need for constant development of leadership potential at various management levels. NLP provides effective tools for developing leadership qualities, which is particularly important in the context of decentralized management and the growing autonomy of project teams. The ninth aspect is the need for effective knowledge and experience management within the organization. NLP techniques help create knowledge transfer systems, model successful experiences, and develop the professional competencies of personnel. The tenth factor is the need to increase staff stress resistance in conditions of high work intensity and strict deadlines. NLP offers effective methods for managing emotional states and developing resilience.

Thus, the relevance of researching NLP from the perspective of management in an architectural and construction company is determined by the combined influence of technological, economic, social, and environmental factors, which create new demands on organizational management. The implementation of NLP techniques makes it possible to create a more adaptive, efficient, and competitive organization capable of successfully responding to the challenges of the modern market and ensuring sustainable long-term development.

Analysis of recent research and publications shows that various aspects of the use of neuro-linguistic programming (NLP) in management have been studied by many Ukrainian and foreign scholars. In particular, the theoretical foundations of NLP and its application in managerial activity are examined in the works of T. Osipova [1], who studied the specifics of non-verbal communication and its role in the management process. The psychological aspects of developing managerial culture through the lens of NLP are covered in the collective monograph edited by S. Kuzykova and H. Ulunova [2].

The methodological patterns of shaping the authenticity of professionals, including managers in the construction sector, are studied in the works of V. Zlyvkov, S. Lukomska, and S. Kopylov [3]. The features of using NLP as an influence tool in management are addressed in the research of N. Volvenko [4]. Systems of professional development of managers using NLP techniques are explored in the monograph by O. Banit [5].

Technologies for developing and making managerial decisions with the help of NLP are discussed in the works of O. Sukhachova [6]. Communicative aspects of NLP in managerial activity are thoroughly analysed by T. Kovalevska [7]. Issues related to assessing the quality of personnel management through NLP approaches are investigated in the works of I. Shvets and T. Kovalenko [8]. The specifics of modelling personal constructs of managers through NLP are presented in the research of N. Tokareva [9].

Psychological diagnostics of staff motivation using NLP techniques are studied by a team of authors under the supervision of N. Prorok [10]. Discursive technologies of self-designing the leader's personality are examined in the monograph edited by N. Chepeleva [11]. Issues of leadership and communication in organizations through the prism of NLP are discussed in the works of N. Mykhalitska and M. Yatsyk [12], as well as in the research of T. Hrynko [13].

Corporate culture as a tool of effective management using NLP approaches is examined by O. Tarasova [14]. The significance of leadership qualities in managers and their development through NLP is analysed in the studies of A. Prochan [15]. Psychological technologies for the effective functioning and development of a manager's personality are explored in the collective monograph edited by S. Maksymenko [16].

Modern NLP technologies and their application in management practice are systematized in the textbook edited by S. Hnatyuk [17]. The specifics of NLP use in the training and development of managerial personnel are studied by V. Ushkalov [18]. The improvement of knowledge management in organizations through NLP models is discussed in the works of O. Boholii [19].

Practical aspects of NLP application in management as a tool of self-management and managing others are explored by A. Kolibaba [20]. The assessment of the problem space for enterprise development using NLP technologies is conducted in the studies of N. Balatska [21]. Neurolinguistic programming and emotional intelligence as tools of managerial activity are discussed in the research of V. Mazur and O. Bondar [22].

However, despite the considerable number of studies, the issue of the comprehensive application of NLP in the management of architectural and construction companies, considering the specifics of the sector and modern challenges, remains insufficiently explored and requires further research.

The purpose of the study is to systematize and define the specific features of the use of neuro-linguistic programming (NLP) in the management of

architectural and construction companies through a comprehensive analysis of its key aspects (communicative, managerial, organizational, developmental, and analytical), to identify practical mechanisms for implementation, and to assess the effectiveness of applying NLP techniques to enhance managerial performance, develop personnel, and strengthen the competitive position of the company in the architectural and construction services market.

Neurolinguistic programming (NLP) from a management perspective is a comprehensive system of applied psychological methods and techniques aimed at optimizing managerial processes through the improvement of communication, modeling of successful behavioural strategies, and the development of the personal potential of managers and personnel.

As a management tool, NLP includes the following aspects: communicative, managerial, organizational, developmental, and analytical.

The communicative aspect involves techniques of effective verbal and non-verbal communication; methods for establishing and maintaining rapport; calibration and reading of the interlocutor's behavioural patterns; strategies of influence and persuasion.

Let us examine some elements in more detail.

Techniques of effective verbal and non-verbal communication in NLP represent an integrated system of interaction methods, where the verbal component includes the use of specific language patterns, alignment with the interlocutor's representational systems, and the application of the meta-model of language; the non-verbal component includes control of posture, gestures, facial expressions, tone of voice, and speech tempo – all of which together create a holistic communicative influence aimed at achieving maximum communication efficiency [1].

Methods for establishing and maintaining rapport in NLP represent a structured approach to building and sustaining trustful relationships through the conscious use of mirroring and pacing techniques at various levels of communication. This includes mirroring posture, gestures, speech tempo and breathing patterns, using similar language structures, reflecting values and beliefs, and creating a shared context of interaction [2]. The effective application of these methods allows managers to quickly build rapport with different personality types, create an atmosphere of trust and understanding, and maintain productive long-term relationships with clients, partners, and employees which is critically important for successful management and the achievement of business objectives.

Calibration and reading of behavioural patterns in NLP [3] represent an advanced system of observing

and analysing non-verbal signals, micro-expressions, changes in breathing, tone of voice, and body posture of the interlocutor to accurately determine their emotional state, level of engagement, and reactions to communication. This skill enables a manager to accurately assess the degree of agreement or disagreement of the interlocutor, their level of trust and interest, to detect potential problems and conflicts at early stages, and to adapt their communication strategy in real time in order to achieve maximum interaction efficiency and make more balanced management decisions based on a full understanding of the situation.

Strategies of influence and persuasion in NLP are a structured system of techniques and approaches aimed at effectively influencing the thoughts, emotions, and behaviour of interlocutors through the use of specific language patterns, logical levels of persuasion, metaphorical modelling, and reframing techniques [4]. These strategies include methods for handling objections, techniques for argumentation based on the audience's values and beliefs, the creation of motivational messages, and the development of persuasive presentations. The application of these strategies enables a manager to conduct negotiations effectively, motivate the team, implement change, achieve consensus in complex situations, and ensure support for their initiatives at all levels of the organization which is a key factor in successful leadership and business goal attainment.

For example, let us consider in more detail an important aspect. A person's representational systems (visual, auditory, kinaesthetic) are dominant channels of perception and information processing. Visuals better perceive and remember information through visual images, charts, graphs, and visual presentations; they tend to use words related to seeing in their speech (e.g., "look", "bright", "clear"). Audials are oriented toward sound information, process oral explanations and music well, prefer discussions, and use words related to auditory perception (e. g., "listen", "sounds", "loud"). Kinaesthetics learn best through physical sensations, tactile contact, practical experience, and emotional involvement; they use words in their speech that are related to feelings and sensations (e. g., "feel", "hard", "warm").

Understanding and considering representational systems is critically important for a manager of an architectural and construction company, as it significantly increases the effectiveness of communication and management. For instance, when presenting projects to visual clients, it is essential to use high-quality 3D visualizations, plans, and drawings; for auditory clients – to thoroughly discuss all aspects of the project and provide opportunities for dialogue; and for kinaesthetic clients – to organize site visits and pro-

vide material samples. When conducting meetings and safety briefings, information should be delivered through various perceptual channels (visual diagrams, verbal explanations, hands-on demonstrations). When delegating tasks and monitoring their execution, it is important to adapt the form of information delivery to the dominant representational system of each employee, which significantly enhances understanding and task performance. When resolving conflicts and conducting negotiations, considering the interlocutor's representational systems enables the manager to choose the most effective communication strategy and achieve better results in resolving disputes.

Practical examples for a manager of an architectural and construction company:

1. *When presenting a project to a client:* "Look at these visualizations (visual channel) – you can see how harmoniously the building fits into the surrounding landscape. When you hear the sound of the fountain in the courtyard (auditory channel), and feel the coolness of the natural materials (kinaesthetic channel), you'll understand how comfortable this space will be."
2. *When communicating with contractors:* "Let us closely examine the drawings (visual) and discuss each stage of the work. I want you to feel your responsibility for the project (kinaesthetic) and hear my expectations about the deadlines (auditory)."
3. *When holding a team meeting:* "I see that some aspects of the project are causing concern (addressing visuals). Let us discuss all the pressing issues (for audials) and find solutions that work for everyone (for kinaesthetics)."
4. *When resolving conflicts:* "I understand your position regarding the project changes (empathy + non-verbal mirroring of posture). Let us look at the situation together from different angles and find the best solution (constructive approach + open posture)."
5. *When motivating employees:* "Imagine the result of our work (visualization) – this will be a landmark project for all of us. Your contribution (gesture toward the employee) directly affects the success of the whole company (confident tone of voice + eye contact)."

Managerial aspect: modelling successful managerial practices; technologies for effective decision-making; methods of motivation and personnel stimulation; tools for strategic planning and goal setting. It should be noted that the managerial aspect of NLP is a comprehensive system of practices aimed at increasing leadership effectiveness through replicating successful behavioural models, us-

ing structured approaches to decision-making, applying personalized motivation methods, and implementing clear strategic planning mechanisms. This enables the manager to create, control, and optimize work processes with maximum efficiency.

Let us examine specific elements in more detail.

Modelling successful managerial practices in NLP represents a systematic approach to studying, analysing, and replicating effective patterns of managerial behaviour and decision-making strategies employed by successful leaders. This process includes an in-depth analysis of thinking strategies, behavioural patterns, communication techniques, and management approaches that have proven effective in practice. Techniques are used to deconstruct successful experience, identify key elements of effectiveness, create algorithms for reproducing successful practices, and adapt them to specific conditions [5]. This allows managers to rapidly implement proven management solutions, avoid common mistakes, enhance management quality, and ensure consistently high performance in leadership activities.

Technologies for effective decision-making in NLP comprise a comprehensive system of methods and tools for the structured analysis of situations, evaluation of alternatives, and selection of optimal decisions with consideration for all relevant factors. This system includes the use of logical levels of analysis, outcome modelling strategies, state management techniques to maintain objectivity, and methods for incorporating various stakeholder perspectives and interests. Special formats are used for gathering and analysing information, techniques for visualizing potential scenarios, and methods for assessing risks and opportunities [6; 7; 32]. These tools enable more informed and effective managerial decisions that consider both rational and emotional aspects of the situation, leading to the achievement of goals with minimal risks and costs.

Methods of staff motivation and stimulation in NLP are based on a deep understanding of individual motivational drivers, values, and meta-programs of employees. This enables the creation of personalized systems of motivation and rewards. Techniques are applied to identify key motivators, build inspiring visions, develop growth-oriented environments, and implement recognition systems. Special communication patterns are used to enhance engagement, as well as techniques for setting motivating goals and methods for fostering a sense of shared purpose [8; 9]. This supports the development of effective motivation systems that consider individual differences, sustain high levels of involvement and productivity, and promote the achievement of both personal and organizational objectives.

Strategic planning and goal-setting tools in NLP constitute an integrated system of methods for setting goals effectively, developing strategies to achieve them, and creating detailed implementation plans. Techniques for formulating well-defined outcomes, cascading goals, building strategic maps and roadmaps for development are employed. Special formats are used to analyse resources and limitations, techniques for modelling the future, and methods for assessing the ecological soundness of goals and aligning them with the organization's values [10]. This facilitates the creation of clear, achievable, and measurable goals, the development of effective strategies to reach them, the formation of realistic action plans, and systems for monitoring progress all of which significantly increase the likelihood of successful implementation of strategic initiatives and the achievement of desired results.

Practical examples for a manager of an architectural and construction company:

1. *Modelling successful practices*: analysing the successful completion of a residential complex, we implement the following elements: daily 15-minute planning meetings on site, a checklist system for quality control, weekly safety audits, and regular meetings with contractors to synchronize schedules.
2. *Effective decision-making: selecting a contractor for facade work, we use a decision matrix*: work experience × quality of past projects × price offer × completion timeframe × availability of own equipment = optimal choice considering all critical factors.
3. *Staff motivation*: introducing a bonus system for early completion of construction stages: +15% to the base rate for on-time performance, additional days off for material savings, public recognition of achievements at monthly team meetings, and the opportunity to choose the next project to work on.
4. *Strategic planning*: developing a five-year company development plan: 2025 – entry into the green building market, 2026 – implementation of BIM technologies, 2027 – creation of an in-house design bureau, 2028 – expansion of geographic presence, 2029 – launch of a training program for young specialists.
5. *Practical example of an integrated approach*: in a class A business centre project, applying weekly analysis of key performance indicators; a rapid response system to deviations from the schedule; motivation packages for key professionals; a competency development program for middle management; and an integrated quality control system at all stages of construction.

6. *Operational management*: implementing project management through: morning stand-up meetings with site supervisors; online monitoring of work progress via a mobile app; daily photo documentation of completed work; an instant messaging system for action coordination; weekly risk analysis and plan adjustments.
7. *Long-term motivation*: creating a system for professional growth: individual development plans for each specialist; internship opportunities on international projects; participation in industry conferences and exhibitions; a mentoring program for junior staff; and formation of a talent pool for future leadership roles.

Organizational aspect: corporate culture development; change management in the organization; leadership potential development; optimization of group dynamics. It should be clarified that the organizational aspect of NLP practices represents an integrated system of methods and tools aimed at building a strong corporate culture, effectively implementing organizational change, developing leadership qualities at all levels, and optimizing group interaction. Together, these elements contribute to forming a cohesive, high-performing team capable of efficiently achieving set goals and adapting to changes in the business environment [12; 13; 31].

Let us consider the individual elements in more detail.

Formation of corporate culture in the context of NLP represents a systematic approach to building and developing a unified system of values, behavioural norms, and traditions within an organization, grounded in the principles of neuro-linguistic programming. This process involves using techniques for modelling successful cultural patterns, creating a shared vision of the future, developing and implementing effective communication practices, and establishing a strong organizational identity. Methods used include transmitting corporate values through various communication channels, creating emotional connections between employees and the organization, and developing corporate traditions and rituals [14]. This enables the creation of a unique and strong corporate culture that supports the organization's strategic goals, fosters high employee engagement, and generates sustainable competitive advantages.

Change management using the NLP approach is a comprehensive methodology for implementing organizational transformations that considers the psychological aspects of how change is perceived and ensures the effective overcoming of resistance. Techniques are employed to build readiness for change, form change teams, communicate transformation processes, and

manage objections. Specialized formats are used for diagnosing levels of change acceptance, managing emotional states during transition periods, and consolidating new behaviour models and workflows [11]. This approach ensures a smoother and more effective implementation of change, minimizes staff resistance, accelerates adaptation to new conditions, and increases the sustainability of implemented innovations.

Leadership potential development within NLP includes a structured system of methods and tools for cultivating and enhancing leadership qualities at all levels of an organization. It uses techniques for modelling successful leadership experiences, developing emotional intelligence, and improving communication and influence skills. Special programs are applied for developing strategic thinking, creating an inspiring vision, building charismatic influence, and managing team dynamics [15]. This approach helps shape strong leaders capable of guiding teams, implementing change, driving innovation, and achieving outstanding results in complex and uncertain business environments.

Optimization of group dynamics using NLP techniques represents a systematic approach to managing group interaction processes and team development to achieve maximum collaboration efficiency. Methods include diagnosing group processes, forming teams based on individual characteristics, developing team synergy, and managing conflicts. Tools also include formats for enhancing communication quality within teams, fostering trust and mutual support, improving group decision-making processes, and allocating responsibility effectively [16]. This ensures the creation of high-performance teams that can achieve ambitious goals, adapt quickly to change, solve complex problems effectively, and maintain long-term productivity.

Practical examples for a manager in a construction and architectural company:

1. *Building corporate culture: implementing the "Building the future together" program:* monthly cross-departmental experience-sharing sessions; creation of an internal idea-sharing platform; regular team-building retreats at completed sites; a "master-apprentice" mentoring system; weekly informal meetings between management and staff.
2. *Change management:* implementing a new BIM design system: a step-by-step transition program with a clear timeline; individual consultations for each employee; a system of "quick wins" to demonstrate the effectiveness of changes; formation of a change ambassador group from key specialists; regular feedback sessions.

3. *Leadership development:* implementing the "Leaders of future construction" program includes: one-on-one coaching sessions for project managers; rotation of managers across different types of construction sites; delegation of responsibility for innovative mini-projects; formation of cross-functional teams led by promising specialists; participation in industry conferences as speakers.
4. *Optimizing group dynamics:* implementing the "Effective team" system: daily stand-up meetings with visual progress tracking; team brainstorming sessions for problem-solving; regular rotation of project team members to facilitate knowledge sharing; a peer-to-peer evaluation system for work outcomes; joint celebrations of key project milestones.
5. *Integrated example of organizational development:* at the residential complex project introducing: a system of weekly team meetings to review achievements; a soft skills development program for technical staff; cross-functional task forces to optimize workflows; a mentoring program for young professionals; regular team-building events on the construction site.
6. *Corporate communications management:* creating a unified information space: a corporate portal with current news and achievements; a monthly digest of best practices; an instant messaging system for real-time updates; regular video conferences with branches; an internal channel for sharing professional knowledge.
7. *Enhancing organizational efficiency:* implementing the "Synergy of success" program: establishment of cross-functional project teams; a fast decision-making system on the ground; regular strategic planning sessions involving all management levels; a program to develop innovative thinking; and a culture of continuous improvement.

Developmental aspect: methods of personal and professional growth; self-management techniques; tools for overcoming limiting beliefs; practices for developing emotional intelligence. In our view, the developmental aspect of NLP practices represents a comprehensive system of tools for personal and professional improvement. It includes methods for the targeted development of competencies, effective self-management techniques, strategies for overcoming internal barriers, and practices for enhancing emotional competence. All these are aimed at shaping a highly effective leader capable of fully realizing their own potential and unlocking the potential of their team.

Let us take a closer look at key elements.

Personal and professional growth methodologies in NLP represent an integrated system of tools and approaches designed for continuous development of competencies, skills, and personal qualities. This system includes techniques of self-analysis and self-awareness, methods for identifying growth areas, tools for career planning, and creation of personalized development trajectories. Specific formats are used to set developmental goals, model successful experiences, and integrate new skills into professional practice. These methodologies help formulate effective growth strategies, accelerate learning, and improve the assimilation of new knowledge and skills, leading to stable career progression and high performance.

Self-management techniques in NLP provide an integrated system for managing one's resources, time, emotional states, and productivity. They include tools for task planning and prioritization, techniques for managing energy and concentration, and methods to maintain an optimal working state and balance across life domains. Special formats are applied to analyse time usage, quickly restore resourceful states, and increase personal effectiveness and output [30]. This enables achieving more with fewer resources, coping with stress, maintaining high performance levels, and ensuring sustainable development without burnout or overload.

Belief-change tools in NLP consist of a structured set of techniques for identifying, analysing, and transforming internal barriers that hinder the achievement of desired outcomes. These include methods for identifying limiting beliefs, reframing techniques, and creating new empowering beliefs. Specific tools address internal conflicts, integrate new experiences, and reinforce positive mindset and behavioural changes [29]. Applying these tools helps to break free from limiting assumptions, expand one's comfort zone, boost self-confidence, and unlock new opportunities for professional and personal growth.

Emotional intelligence development practices in NLP offer a comprehensive approach to improving the ability to understand and manage one's own emotions and those of others. This enhances interaction effectiveness and drives better results. The techniques involve identifying and calibrating emotional states, managing emotions, developing empathy and social sensitivity. Special formats are used to foster emotional awareness, regulate emotional conditions, and build emotionally intelligent communication [28]. These practices improve interpersonal relationships, strengthen team management skills, foster understanding of client and partner needs, and help create a harmonious and productive work environment.

Practical applications for a construction and architectural project manager:

1. *Personal and professional growth.* The program "Architect of own success": quarterly SMART goal-setting; maintaining a journal of achievements and insights; participation in professional conferences followed by implementation of gained knowledge; regular coaching sessions with a professional coach; development of a personal competency growth plan.
2. *Self-management techniques.* The system "Effective manager": daily task prioritization using a priority matrix; Pomodoro technique for working on complex projects; checklists for task delegation; SCORE method for fast decision-making; weekly analysis of time usage efficiency.
3. *Overcoming limiting beliefs.* The workshop "New thinking": reframing techniques for shifting perspectives; working with metaphorical cards to identify mental blocks; practice of positive affirmations; visualization of successful project completion; "New timeline" technique for planning future achievements.
4. *Emotional intelligence development.* The program "Emotional leadership": daily mindfulness practice; stress management techniques in crisis situations; exercises for recognizing employees' emotions; empathetic listening practice; constructive conflict resolution strategies.
5. *Comprehensive development example.* On a complex reconstruction project, the following are implemented: daily monitoring of team emotional state; quick self-regulation techniques under stress; effective communication with demanding clients; motivation support practices during long-term projects; energy management tools throughout the workday.
6. *Leadership development.* The program "Leader in the construction sector": charismatic communication practices; influence and persuasion techniques; methods for strategic thinking development; tools for creating inspiring vision; resilience-building exercises.
7. *Stress management.* The system "Stress-resistant manager": quick relaxation techniques between meetings; energy recovery practices; task-switching methods; emotional state regulation tools; maintaining work-life balance strategies.
8. *Creativity development.* The program "Innovative thinking": techniques for generating unconventional solutions; visualization methods for project ideas; lateral thinking practices; tools for creative problem-solving; development of a systematic approach to innovation.

Analytical aspect: methods of collecting and analysing information; technologies for modelling suc-

successful experience; systems for evaluating the effectiveness of managerial decisions; tools for diagnosing organizational processes [17]. It should be noted that the analytical aspect of NLP practices represents an integrated system of methods and tools for the systematic collection, processing, and analysis of information. This includes structured approaches to studying best practices, comprehensive evaluation of managerial decision-making effectiveness, and diagnostics of organizational processes. Such a system enables well-founded decision-making based on accurate data and proven models of success in the construction industry.

Let us now examine specific elements in more detail.

Methods of information collection and analysis in NLP represent a structured system of tools for the systematic collecting, processing, and interpreting the data required for effective managerial decision-making. These include meta-model questioning techniques for obtaining precise and detailed information, methods of calibrating non-verbal signals, and tools for structuring and categorizing data. Specialized formats are used for conducting in-depth interviews, techniques for identifying hidden patterns and regularities, methods for verifying the reliability of information, and identifying critical success factors. This enables the creation of a comprehensive and objective picture of the situation, the identification of key trends and interrelations, and the development of a reliable information base for making strategic and operational decisions.

Modelling technologies of successful experience in NLP represent a comprehensive approach to studying, analysing, and replicating effective strategies and practices that have proven their success. They include methods for decomposing successful behavioural models, techniques for identifying key efficiency factors, and tools for adapting successful experience to new conditions. Specialized formats are used for documenting best practices, techniques for transferring successful experience, and methods for integrating modelled strategies into existing business processes [20]. This approach allows for accelerating the learning and development process, avoiding common mistakes, increasing the efficiency of implementing new practices, and ensuring consistently high performance across various fields of activity.

Systems for evaluating the effectiveness of managerial decisions in NLP represent an integrated set of methods and tools for monitoring, analysing, and assessing the outcomes of decisions made and their impact on achieving organizational goals. These include techniques for developing effectiveness criteria, methods for collecting and analysing feedback, and tools

for evaluating both short-term and long-term consequences of decisions. Specialized formats are used to track key performance indicators, techniques for assessing the impact of decisions on various aspects of organizational activity, and methods for correcting and optimizing management strategies. This enables an objective evaluation of managerial performance, timely identification of problems, and the introduction of necessary adjustments to achieve maximum effectiveness [22].

Tools for diagnosing organizational processes in NLP represent a systematized set of methods and techniques for the comprehensive analysis and evaluation of various aspects of organizational performance. They include business process analysis methods, techniques for assessing organizational culture, and tools for diagnosing team interaction and communication flows [21]. Special formats are used to conduct organizational audits, techniques to identify “bottlenecks” and areas for development, and methods for assessing organizational climate and employee engagement. This enables a full understanding of the organization’s current state, the identification of hidden problems and opportunities for optimization, the development of effective organizational development strategies, and the assurance of sustainable growth in business process efficiency.

Practical examples for a manager of an architectural and construction company:

1. *Data collection and analysis.* The system “Smart monitoring”: daily collection of construction progress data via a mobile application; automated system for tracking material consumption; regular surveys of customer and contractor satisfaction; analysis of the efficiency of construction equipment usage; monitoring of deadline compliance at each stage of the project.
2. *Modelling successful experience.* The program “Best practices”: creation of a database of successful technical solutions; documentation of effective management approaches; analysis of success factors of completed projects; development of quality standards based on best results; creation of standard solutions for common problems.
3. *Decision effectiveness evaluation.* The system “Effective management”: KPI matrix for each managerial decision; weekly analysis of deviations from planned indicators; assessment of the economic impact of implemented innovations; monitoring of the influence of decisions on construction speed; analysis of team satisfaction with decisions made.

4. *Diagnosis of organizational processes.* The program “Process optimization”: value stream mapping in construction; audit of communication channels efficiency; analysis of bottlenecks in workflows; evaluation of interdepartmental interaction quality; diagnosis of the decision-making system.
5. *Comprehensive project analysis.* At a residential complex, it should be implemented: daily monitoring of key indicators; weekly risk and opportunity analysis; monthly assessment of process efficiency; quarterly audit of management practices; continuous collection and analysis of feedback.
6. *Team efficiency analysis.* The system “Productive team”: assessment of individual and group productivity; analysis of competencies and development needs; monitoring of team dynamics; diagnosis of engagement level; evaluation of cross-functional interaction effectiveness.
7. *Quality management.* The program “360° quality control”: automated compliance control; early deviation detection system; analysis of defect causes and development of preventive measures; evaluation of the quality control system’s effectiveness; monitoring of end-user satisfaction.
8. *Financial analytics.* The system “Financial control”: daily monitoring of expenditures and budget deviations; analysis of resource use efficiency; profitability assessment of different project elements; financial risk forecasting; ROI calculation of management decisions.

The research material allows us to state that in the context of management, NLP functions as: a system for increasing managerial effectiveness; a tool for optimizing business processes; a methodology for personnel development; a technology for achieving organizational goals; and a means of forming competitive advantages.

In particular, the following characteristics can be provided: NLP as a system for increasing managerial effectiveness represents a comprehensive approach to improving leadership competencies, including the development of strategic thinking, decision-making, delegation of authority, and resource management skills. This system equips managers with tools for clear goal setting, effective communication, staff motivation, and the creation of a productive working environment. The use of NLP techniques enables managers to better understand employees’ behavioural patterns, adapt their leadership style to different situations, manage conflicts effectively, and foster an atmosphere of trust within the team, ultimately leading to improved overall management performance.

NLP as a tool for optimizing business processes provides a structured approach to analysing, modelling, and improving workflows within an organization. This tool allows the identification of inefficiencies in work processes, the discovery of hidden productivity reserves, and the implementation of innovative solutions for process optimization. Applying NLP techniques helps standardize successful practices, automate routine operations, enhance interdepartmental interaction, and create effective quality control systems, ultimately resulting in cost reduction, faster task execution, and improved product or service quality.

NLP as a methodology for personnel development represents a systematic approach to training and improving employees’ professional competencies based on modelling successful experience, developing personal potential, and forming effective behavioural patterns. This methodology includes tools for creating individual development trajectories, implementing continuous learning systems, developing leadership qualities, and increasing emotional intelligence. The use of NLP approaches allows for the full realization of each employee’s potential, increased motivation and engagement, contributing to the formation of a high-performing team of professionals.

NLP as a technology for achieving organizational goals ensures a structured approach to setting, cascading, and implementing the organization’s strategic and operational goals. This technology includes methods for clearly formulating goals, creating effective monitoring and control systems, coordinating efforts of various departments, and ensuring synergy in teamwork. The use of NLP techniques enables the creation of a clear vision of the future, effective communication of goals to all participants in the process, maintaining high levels of motivation, and ensuring consistent achievement of set objectives, which leads to the sustainable development of the organization and the attainment of strategic advantages.

NLP as a means of forming competitive advantages represents a comprehensive approach to creating unique organizational competencies and strengthening the company’s market positions. This tool enables the development of employees’ unique abilities, the formation of a strong corporate culture, the implementation of innovative approaches to customer relations, and the optimization of business processes. The use of NLP techniques contributes to improving service quality, developing employees’ creative thinking, building a positive corporate image, and creating sustainable competitive advantages, which ensures the organization’s long-term market leadership and sustainable development under high competition conditions.

The practical application of NLP in management allows for increasing the effectiveness of managerial

communications; optimizing decision-making processes; developing leaders' potential; forming effective teams; and creating a favourable organizational climate.

The practical application of NLP to improve the effectiveness of managerial communications involves the use of structured approaches to information delivery, including calibrating messages according to the representational systems of interlocutors, establishing and maintaining rapport, using the language meta-model for precise message transmission, and applying active listening techniques. Managers learn to adapt their communication style to various situations and audiences, use verbal and non-verbal communication channels effectively, ensure a clear understanding of tasks and expectations, create efficient feedback systems, and prevent communication barriers, which ultimately leads to a significant improvement in the quality and effectiveness of managerial interaction at all organizational levels.

The NLP approach to optimizing decision-making processes provides managers with structured methodologies for situation analysis, alternative assessment, and the selection of optimal decisions considering all relevant factors and possible consequences. Techniques used include modelling successful experiences, decision-making strategies under uncertainty, methods for considering different perspectives and viewpoints, and tools for assessing risks and opportunities. Managers develop systemic thinking skills, learn to balance between intuitive and rational approaches, effectively use available information, and consider the interests of all stakeholders, enabling them to make more balanced and effective management decisions.

Applying NLP to develop leadership potential includes a comprehensive approach to forming and improving leadership qualities in managers, based on modelling successful leadership practices, developing emotional intelligence, and enhancing influence and persuasion skills. Leaders master techniques of charismatic communication, methods for creating and communicating inspiring visions, tools for motivating and engaging staff, strategies for change management, and the development of innovative thinking. This enables the formation of strong leaders capable of guiding teams, maintaining high employee engagement, managing organizational changes effectively, and achieving outstanding results.

The NLP approach to forming effective teams involves using structured methods for team selection and development that take into account each team member's individual characteristics and potential, ensure optimal interaction among participants, and create a synergistic effect from collaboration. Techniques include building team cohesion, improving group in-

teraction efficiency, managing conflict and stress, joint decision-making practices, and distributing responsibilities. This enables the formation of high-performing teams capable of working effectively under uncertainty, achieving ambitious goals, and continuously improving their work.

The practical application of NLP to create a favourable organizational climate includes a set of measures aimed at creating a positive workplace atmosphere, developing corporate culture, and increasing employee satisfaction and engagement. Techniques used involve managing group dynamics, developing trust and mutual respect, forming shared values and goals, and maintaining a balance between work tasks and personal development. This helps to create an environment where each employee feels valued and important, has opportunities for professional growth and self-realization, leading to increased productivity, reduced staff turnover, and the formation of a sustainable corporate culture.

Thus, NLP from the perspective of management represents an integrated system of practical tools and techniques aimed at increasing the effectiveness of managerial activity through the development of personal potential, optimization of communication processes, and improvement of organizational interactions. It is a dynamic methodology that continually evolves in response to the challenges of the modern business environment and the needs of management practice.

Based on various studies and the analysis of company websites, the following successful examples of using NLP in architectural and construction companies can be provided:

1. *Foster + Partners (the UK)* [23]: implementation of NLP techniques in the client communication system. Reported outcomes: increased client satisfaction by 35%; reduced time for project alignment by 25%; improved mutual understanding between project teams.
2. *Skanska (Sweden)* [24]: use of NLP in leadership development programs. Reported outcomes: reduced staff turnover by 40%; increased employee engagement by 45%; improved workplace safety indicators by 30%.
3. *AECOM (the USA)* [25]: integration of NLP into the project management system. Reported outcomes: increased team efficiency by 28%; reduced project implementation time by 15%; decreased number of conflict situations by 50%.
4. *Multicomplex "Gradobud" (Ukraine)* [26]: implementation of NLP techniques in the staff training system. Reported outcomes: accelerated adaptation of new employees by 40%; im-

proved work quality by 25%; increased labour productivity by 30%.

5. *Bouygues Construction (France)* [27]: use of NLP in the customer service system. Reported outcomes: 45% increase in repeat orders; 40% increase in client satisfaction; 25% increase in the average project budget.

Based on the analysis of the presented examples, it can be concluded that the implementation of NLP in architectural and construction companies was fragmented and focused on individual areas of activity rather than representing a comprehensive system of transformation of management processes.

For instance, Foster + Partners focused exclusively on improving communication with clients without integrating NLP techniques into other areas of the company's operations. Skanska limited the use of NLP to leadership development programs, ignoring other important areas where these techniques could be applied. AECOM introduced NLP elements only into the project management system without extending this approach to other management processes. The Ukrainian company Multicomplex "Gradobud" focused on implementing NLP solely in the staff training system, without leveraging the potential of these techniques in other domains. Bouygues Construction limited NLP use to the customer service system and did not expand this direction to other aspects of the company's activities.

Despite positive results in certain areas, the lack of a systematic approach to NLP implementation limits the potential effect of using these techniques. To achieve maximum efficiency, it is necessary to develop and implement a comprehensive system for integrating NLP into all key processes of an architectural and construction company, including project management, staff development, client communication, operational activities, and strategic planning. This will create a synergistic effect and ensure sustainable competitive advantages in the long term.

The successful implementation of NLP in an architectural and construction company is based on five key aspects that ensure a comprehensive approach to the transformation of management processes. The foundation is a systematic approach to training, which includes regular training sessions for managers, practical workshops for employees, and individual coaching. It also involves the integration of NLP techniques into existing processes by adapting them to the company's specifics, creating communication standards, and developing methodological materials. An important element is the ongoing monitoring of results through regular evaluation of effectiveness, collection of feedback, and adjustment of training programs.

The second critical success factor is the focus on the practical application of NLP techniques, which is implemented through solving real business tasks, analysing specific cases, and performing practical assignments. This enables the transfer of theoretical knowledge into practical application and ensures its effective assimilation by employees at all levels of the organization. At the same time, the support of top management plays a key role, demonstrated through personal example, allocation of the necessary resources for training, and the creation of an effective motivation system.

All these aspects are interrelated and create a unified NLP implementation system, where each element enhances the effectiveness of the others. This integrated approach ensures not only the successful implementation of NLP techniques but also their sustainable integration into the corporate culture and business processes of the company. This makes it possible to achieve long-term positive results in improving management efficiency, enhancing communication, and developing personnel, which ultimately leads to increased competitiveness of the company in the architectural and construction services market.

The implementation of NLP in an architectural and construction company leads to significant positive changes in financial indicators, which are reflected in profit growth, reduction of operational costs, and increased project profitability. This is directly related to improvements in operational efficiency, characterized by shorter project implementation timelines, higher quality of work, and optimized resource use. Positive changes are also evident in human resource performance indicators, where there is a noticeable decrease in staff turnover, increased employee engagement, and systematic development of their professional competencies.

An important aspect is the significant improvement in client interaction, which is reflected in higher customer satisfaction, an increase in repeat orders, and a rise in positive feedback. These results indicate the formation of stable long-term relationships with clients and the strengthening of the company's market position. In parallel, there is a positive trend in organizational development, manifested in the improvement of corporate culture, increased organizational adaptability to change, and the development of innovation potential.

All these results are interconnected and reinforce each other, creating a synergistic effect. Improvements in one area positively influence other aspects of the company's operations, forming a stable foundation for long-term development and strengthening competitive market positions. It is important to note that these results are measurable and can be tracked through a

system of key performance indicators, which allows for an objective assessment of the effectiveness of NLP techniques and for making necessary adjustments in their application process.

Recommendations for implementation: start with pilot projects; ensure systematic training; regularly evaluate results; adapt techniques to the company's specifics; create a support system for change.

More detailed description of the defined recommendations:

1. Implementing NLP through pilot projects represents a strategic approach to transforming management practices, which helps minimize risks and achieve quick results to demonstrate the effectiveness of the methodology. This approach includes selecting small but meaningful projects to test NLP techniques, forming experimental teams from the most motivated employees, closely monitoring the implementation process and outcomes, documenting best practices and identified challenges. Such an approach enables the accumulation of practical experience, the adaptation of techniques to the company's specific needs, and the creation of a base of successful cases for further scaling of NLP practices within the organization.

2. Systematic training is a key factor in the successful implementation of NLP techniques and involves the creation of a comprehensive competency development program for all levels of personnel in the architectural and construction company. This approach includes the development of structured training programs, involvement of professional trainers and coaches, creation of a cascading training system, regular holding of practical workshops and training sessions, formation of a database of learning materials and methodological guidelines. Systematic training ensures the consistent development of skills, their reinforcement in practice, and the formation of stable behavioural patterns among employees.

3. Regular evaluation of NLP implementation results represents a comprehensive system for monitoring and analysing the effectiveness of NLP techniques applied in the organization. This process includes the introduction of a system of key performance indicators (KPIs), conducting regular surveys among employees and clients, analysing the impact of NLP practices on business metrics, evaluating changes in corporate culture and communication quality. Systematic evaluation of results allows for the timely identification of problems, adjustment of approaches, and continuous improvement of NLP practices in the company.

4. Adapting NLP techniques to the specifics of an architectural and construction company is a critically important process that ensures maximum effec-

tiveness of their application in specific conditions. This process includes a detailed analysis of the industry and company characteristics, modification of standard NLP methods to fit specific business processes, development of specific tools and approaches, and creation of unique cases and examples that reflect real situations within the company. Such adaptation ensures the organic integration of NLP practices into existing processes and their maximum alignment with the organization's needs.

5. Creating a system for supporting change. Specifically, a change support system represents a comprehensive mechanism that ensures the sustainability and effectiveness of NLP practice implementation in the organization. This system includes the formation of a change agents team composed of key employees, development of an effective motivation and reward system for the successful application of NLP techniques, provision of continuous communication about achieved results, creation of a platform for sharing experiences and best practices, and regular review and updating of approaches based on the accumulated experience. Such a system ensures the long-term sustainability of implemented changes and the continuous development of NLP practices within the organization.

CONCLUSIONS

Based on the conducted research, the following conclusions can be drawn.

NLP as a management tool in an architectural and construction company represents a comprehensive system of methods and techniques encompassing five key aspects: communicative, managerial, organizational, developmental, and analytical. The effectiveness of NLP implementation is confirmed by successful examples from international and Ukrainian companies, where the application of these techniques led to significant improvements in various operational areas: an increase in customer satisfaction (on average by 35–40%), a reduction in employee turnover (by 40%), shortened project implementation timelines (by 15–25%), and improved work quality (by 25–30%).

The main areas of practical NLP application in architectural and construction companies include improving the effectiveness of management communications, optimizing decision-making processes, developing the leadership potential of executives, building effective teams, and creating a favourable organizational climate. Successful NLP implementation requires a systematic approach, which includes the execution of pilot projects, ensuring systematic training, regular evaluation of results, adaptation of techniques to the company's specifics, and the creation of a support system for change. The results of NLP implementation are reflected in improved financial indicators, en-

hanced operational efficiency, personnel development, and strengthened market positions of the company.

The study revealed that most companies use NLP in a fragmented way, focusing on individual areas of activity. To achieve maximum effect, it is necessary to develop and implement a comprehensive system for integrating NLP into all key processes of an architectural and construction company. The key success factors for NLP implementation are leadership support, systematic training, a focus on practical application, regular monitoring of results, and the adaptation of methodologies to the company's specific characteristics.

Promising directions for the further development of NLP in the architectural and construction sector include integration with digital technologies, the development of industry standards for NLP application, the creation of systems for evaluating effectiveness, and the advancement of methodologies tailored to the specific needs of various types of construction projects. Particular attention should be paid to the development of an NLP specialist training system for the architectural and construction field, which includes the development of specialized training programs, the creation of an industry case study base, and the formation of a professional community for knowledge and experience exchange.

The implementation of NLP in architectural and construction companies should take into account the specifics of the sector, the size of the organization, its corporate culture, and strategic goals. This will ensure the maximum effectiveness of applying these techniques and achieving sustainable positive results. At the same time, it is important to ensure a comprehensive approach to implementation, covering all key aspects of the company's activity and creating a synergistic effect from applying NLP techniques in various areas of management. ■

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