NLP as a Communication Strategy Tool in Libraries

Alexandros Koulouris[1, a)], Damianos Sakas[2, b)] and Georgios Giannakopoulos[3, c)]

[1, 3]*Technological Educational Institute of Athens, Department of Library Science and Information Systems, Agiou Spyridonos Str., 12210 Aegaleo, Athens, Greece*
[2]*University of Peloponnese, Department of Informatics and Telecommunications, Terma Karaiskaki 22100 Tripolis, Greece*

[a)]*akoul@teiath.gr*
[b)]*d.sakas@uop.gr*
[c)]*gian@teiath.gr*

Abstract. The role of communication is a catalyst for the proper function of an organization. This paper focuses on libraries, where the communication is crucial for their success. In our opinion, libraries in Greece are suffering from the lack of communication and marketing strategy. Communication has many forms and manifestations. A key aspect of communication is body language, which has a dominant communication tool the neuro-linguistic programming (NLP). The body language is a system that expresses and transfers messages, thoughts and emotions. More and more organizations in the public sector and companies in the private sector base their success on the communication skills of their personnel. The NLP suggests several methods to obtain excellent relations in the workplace and to develop ideal communication. The NLP theory is mainly based on the development of standards (communication model) that guarantees the expected results. This research was conducted and analyzed in two parts, the qualitative and the quantitative. The findings mainly confirm the need for proper communication within libraries. In the qualitative research, the interviewees were aware of communication issues, although some gaps in that knowledge were observed. Even this slightly lack of knowledge, highlights the need for constant information through educational programs. This is particularly necessary for senior executives of libraries, who should attend relevant seminars and refresh their knowledge on communication related issues.

INTRODUCTION

Communication is crucial especially in the professional field. Nowadays, more and more organizations and libraries focus in communication among the staff and with the users. The communication contains a lot of aspects and performed in many different ways. An aspect of communication is body language. This is the most primitive way of communication and transfer of thoughts and emotions that a person has. Another communication tool of great importance is the talk.

The Neuro-linguistic programming (*NLP*) is a set of techniques and methods that improve communication. Proposes and describes the development of proper communication in work in personal environment. It helps in identifying and interpreting many emotional situations that otherwise is unnoticed. The NLP states that success in the workplace and the achievement of objectives depends not only on the skills, experience and abilities. It depends also from the communication skills of a person and his tolerance. NLP the increase of the impact of a person has to other and helps the person to develop self-knowledge and techniques that will enable his to achieve his goals. The communication difficulties in the workplace hinder the evolution and development of a healthy organization and leads to conflicts between partners, unproductive relationships, secretiveness, lack of trust and negligence. The NLP deals with resolving these issues by broadening the horizons of thought, understanding of different perspectives and focusing on the positive side of things.

This paper presents the results of an NLP survey in Greek libraries. It examines the knowledge and the use of NLP as a communication strategy tool in libraries. The survey has a qualitative and quantitative results and research.

The qualitative results represent the opinions of the library directors. The qualitative results helped in establishing the questionnaire for the quantitative survey. The most interesting results of the quantitative research are presented in the relevant sector. Finally, the paper concludes with the most important findings and with future research goals.

NLP IN PROFESSIONAL ENVIRONMENT

The vocational rehabilitation, an interesting work and interesting opportunities are important parameters for most of the people. Success in the business sector brings personal fulfillment and ensures a comfortable life. Many times, however, all expectations regarding professional recognition are not fulfilled [1]. Success in the workplace and the achievement of objectives depends on more than just the skills, experience and abilities. Nowadays, a large percentage of commercial success is related to communication skills [2] and the tolerance of the individual. An understanding of the principles and tools of NLP helps the professional to increase the influence it has and to develop self-knowledge and techniques that will enable him to achieve his ambitions. These NLP techniques help the employee to be more independent from the upper-class staff and to foster individual initiative [3].

Neuro-linguistic programming (*NLP*): The word *Neuro* corresponding to the neurological system. The next word *linguistic* [5] refers to the way in which the person uses language to understand himself and to communicate with others. Finally, the word *programming*, describes the way that the human brain can be programmed. The NLP scholars usually describe it as a study of the structure of subjective experience, which is in hence the study of human behavior. Thorough and accurate study of what the person thinks, says and does is one of the most important goals of NLP. This knowledge provides the person the ability to control and manipulate his mind. The way one achieves a goal, allow someone else to create a model [6] on which it can build its own behavior. It also applies the opposite, for example, someone can avoid repeating the errors made by others.

There is a small percentage of people who are opposed to the NLP. This is a result of misinformation or a bad experience with someone untrained supporter of NLP. These people often describe NLP as manipulation [7], etc. In fact, if you use smartly and ethically NLP in professional and personal life, it opens new horizons. Over the years the methods and techniques of NLP are disseminated worldwide. Nowadays, it applies in psychotherapy, education [8], health, sports, and in many professions.

NLP SURVEY IN LIBRARIES

The research methodology and implementation is presented. Quantitative and qualitative research methodology was applied. The qualitative research (survey) is used in order to implement the qualitative method and to extract useful conclusions from the experts (the managers) opinion. The topics that derived thought the qualitative survey define the research questions of the quantitative research.

The research focuses on libraries, where the communication is crucial for their success. In our opinion, libraries in Greece are suffering from the lack of communication and marketing strategy. Communication has many forms and manifestations. A key aspect of communication is body language, which has a dominant communication tool the neuro-linguistic programming (NLP). The survey focuses on the NLP in libraries, by examining different communication forms that use language as tool or not. We examine non-linguistic communication means. In more detail, data derived from the quantitative research about: a) body language in communication, b) communication without language, c) communication through face expressions, d) emotional intelligence, e) NLP in professional environment, f) psychology in communication and its important role and g) NLP strategies in professional sector.

The popularity of the quantitative research, were small because few library managers in Greece especially in the academic sector, acknowledge the communication model of public administration. The sample that participated in the quantitative research, were the director of the Panteion University Library and Information Centre, the director of the Eugenides Foundation Library and the director of the *Technological Educational Institute* (TEI) of Athens Library. The Panteion University Library and Information Centre director has studies in library science from the TEI of Athens, in sociology from the Panteion Universty, has master in information science from Ionian University and is PhD candidate in Ionian University and especially in the Department of Archives, Library Science and Museology. The director of the Eugenides Foundation Library has bachelor in library science from TEI of Athens and master in information science from Ionian University and is PhD candidate in Ionian University and especially in the Department of Archives, Library Science and Museology. Finally, the director of the TEI of Athens Library has bachelor in library science from the TEI of Athens and serves its Library over twenty eight years.

The research was conducted with face to face interview. The interview was structured with follow up questions, where the interviewees felt relief and without stress or anxiety. Within this procedure, the findings of the quantitative research were enhanced. In quantitative research, the dimensions of the questions derive from the literature review. The discussion framework had two dimensions:

1) During an important discussion what is more important for you. The body language or the talk?
2) Is it possible for you to extract conclusions for a person only by his body language? For example, could you realize that pretends using a face laugh or cry?

The research results that derived from the interview were analyzed. The most important according to the literature and the interviews were selected for further research and analysis using the quantitative method. However, the analysis was also quantitative and was based in the age, education level and working experience of the participants. The analysis was comparative. The quantitative research was used in order to examine further the issues that arose through the qualitative research. The quantitative research focuses on the data collection and analysis in the field of communication. This is the reason that the quantitative research focused on library users, especially students and information workers, librarians in the majority.

The quantitative research popularity was large. The librarians were selected because we would like to understand the interaction between the librarians and the executives and how the communication model works in praxis. The quantitative sample was sixty persons. The sample was representative because the users are interacting with the librarians and the success of a library is based in this interaction. In addition, the library users, called patrons or end users, have close communication with the librarians for library oriented services, like information retrieval, information literacy, loan, interlibrary loan, etc. The quantitative research was contacted in librarians and users (students) in the TEI of Athens Library, the Panteion University Library and Eugenies Fouundation Library.

The quantitative research was structured with questionnaire that used the Likert scale. The librarians helped us a lot with the students' survey. The explained us how important is the communication in the students community and within the students and the library staff. The questionnaire had the Likert scale with predefined multiple choice answers. The analysis was conducted using Microsoft Excel. The quantitative survey findings were analyzed with the use of quantitative indicators (average, minimum, maximum, etc), which helped the extraction of reliable findings.

Qualitative Research

The interviewees were asked if they hear or they see the body language when they talk to someone, especially in the working environment. What they believe is more important in a discussion. They also have asked if their discussant gives more importance in the body language or in the speech. The first interviewee resulted that the speech is more important. The supplementary question was, which you try to improve, your speech or your body language. The first one tries to enhance the talk skills. The second believed that both are crucial, talking skills and body language, how you move your body, your hands while you are talking, etc. However, the interviewee answered that it varies on the occasion and the discussant and believes that the same impression has the discussant. The third interviewee believes that both language and body movement are crucial. He said that kinesiology supplements the speech (talk) and it depends on the culture how they combined. In the question about the speech and body language, the interviewee tries to evolve both of them.

The first interviewee believes that communication is through the speech and belongs to the mentality that speech is the only mean of communication, probably because at his age it was the most important mean. The second and the third interviewees believe that both talk and body language are equal and this is confirmed by the fact that they are more talkative than the first interviewee.

The second question was if it can be perceivable that someone (that is unfamiliar) pretends from the way he laughs or cries. The supplementary question was if the fake attitude can be observable from their discussants. The first interviewee seems to be in the position to understand fake behaviors through the body language or the laugh and the cry and vice versa that discussants may understand also the fake attitude. The second interviewee is open in an education for the communication skills,, because it is difficult to understand characters through their body language. Finally, the third interviewee has the skills to understand characters from the face expressions. In addition, the third interviewee believes that the same skills have their discussants.

The next question was: How do you perceive that someone is following with interest your speech or your shrugs respectively? How do you think your interlocutors understand that you follow them in their speech? The first and the second respondent as shown by their responses identify, observe and assess facial expressions to draw

conclusions. Knowing how facial expressions convey thoughts, mood and emotions, they choose to communicate and express themselves through them. The second respondent appears to have greater knowledge concerning the interpretation of human behavior through facial expressions. This is evident from the detailed references and examples of movements and expressions. The third respondent is more skeptical about the crisis for their interlocutors based on expressions. He knows the human relationships and the hierarchy that governs them. This attitude shows us that he is familiar with NLP procedures.

The next question was about how the interviewees would try to improve their communication with others. In addition, they asked how the people from their social circle try to improve their communication with them. We raised a further question, whether their social circle make efforts to improve communication. The first of the respondents while claimed that he uses dialogue and tries to improve relations through the dialogue, then seemed particularly skeptical about whether people from the social environment make communication efforts. This reveals a lack of trust in human relationships and creates doubts about his original claim. The second was quite positive and satisfied with the communication with the people around him and showed faith in the goodwill of his associates. This indicates the correct choice of communication tools in many years of professional experience as well as optimism for the future. The third respondent seemed pessimistic about whether the communication efforts of others towards him bring positive results. This may happen due to disappointments in the past. However, he seeks always to have good relations and communication with his environment (associates, family, relatives, friends, etc) based on honesty.

The interviewees were asked if they willing to use smile, or other non-verbal actions in order to gain the sympathy of their interlocutor. They were also asked which of these actions are used from others to cause their sympathy. The opinions of all the respondents are similar. The first respondent is affected by the smile and believes that it is a symbol of positive mood and good intentions. We may conclude that he believes in communication through facial expressions and uses this to achieve the results he wants. The second and the third respondents are affected by both the smile and the eyes and they are equally important for them. The second shows absolute trust in emotions expressed through facial expressions, and he uses them often. The third believes that smile and eyes are elements for a better understanding of others and bring positive emotions. However, he seems more cautious and shows less confidence in their authenticity. This reveals more involvement and experience on this topic. We could also point out that this aloofness is due to potential frustration from not authentic attitudes.

Would you try to understand the way the others think in order to influence them on professional issues? Do you believe that others are trying to understand your way of thinking? These are critical questions for human behavior, especially in the working environment. All three interviewees expressed the same opinion in the matter. They all agree and that the understanding of how people think about them and especially their partners is of major concern. They try to understand their associates in order to ensure the cooperation and the results they want in their working environment. Especially the third respondent understands the needs of its library users. It is obvious that his success is based on the fact that he always has the priority to understand how the target audience thinks and feels. The first respondent was particularly receptive to understanding the thinking of others, but the fact that he was skeptical about whether the other people understand him, makes us doubt whether he applies it. Finally, and the second seemed to have knowledge about the thoughts of his working and personal environment and he referred to a theory that he has on how the personality is affiliated with the way of thinking.

The interviewees asked whether they would follow a specific attitude in order to win sympathy or influence someone, for example suppliers, customers, employees, etc. If the answer was positive, they asked to show the behavior pattern the follow for achieving this goal. Finally, they have asked if they think that others follow certain communication strategies to affect them. The three respondents gave similar responses. They adapt their behavior to the existing standards and follow some basic rules. They believe that a communication strategy is necessary in the professional and personal environment. Their behavior has been influenced by the fact that they have many years of professional experience and they know that the behavior strategy they follow has contributed significantly to their professional fulfillment. However, the first of the respondents did not answer with certainty in the second part of the question, whether it is noticed that the others use specific behavior strategy. This may be due to the difficulty of interpretation and explanation of the behavior of others because of the lack of specialized training in communication issues.

The next question that was posed to respondents was if they control their feelings in order to not negatively affect them to their partners for issues that arise in the workplace. The supplementary question if they have ever your temper at work and if so what impact this had on your own performance and the performance of their partners. The first of the respondents was perpendicular that has the complete control of his emotions and they do not let them to affect his relations in the workplace. This may be due to the experience that has on how to handle people and

situations as well as his dynamic character. The responses of the first respondent conclude that is disciplined person and dynamic character. The second respondent tries to control his emotion, despite initial difficulties that he encounters. This implies a weakness of character and difficulty in controlling emotions sometimes, but it also reveals that he still has self-control. The third respondent seemed confident that he controls his feelings and he is unaffected by any kind of potential conflict. He was fully aware of the negative effects they may cause a sharp disagreement at work. However it is observed a multidimensional approach of the subject, as he pointed out the negative side of tolerance. He showed, however, well-intentioned character that focuses on the good intentions of the people and in these intentions he replies accordingly.

The respondents were asked about the ways they think that difficult and whimsical characters (suppliers, customers, employees, etc) should be faced, in order to achieve the cooperation and to avoid problems at work and if they believe that their associates at work control their feelings for them. The follow up question asked was if they often use their position and power to impose their own terms and opinion. The first of the respondents were more imposing and cold compared to the rest. Originally appeared conciliatory and willing to dialogue but noted that sometimes uses the element of enforcement due to his power and position. The other two respondents seemed more debatable and condescending to labor issues when dealing with fussy partners. This is confirmed by the fact that they responded negatively to the supplementary question, that there tend to impose their views and opinion. Specifically, the third of the respondents seem to spend much time in the friendly approach of others and to in clarifying to them the needs of the organization. In addition, he always tries to find an interim solution.

The last question for the qualitative research, was what they believe are are the most important steps that should take in order to achieve professional recognition. If they have used those that believe are crucial what they believe that the others do. The first believes that the work effectiveness and the publication of the results are crucial. These are the action that he uses in order to achieve its objectives and to ensure professional success and the same believes that the others must do. The second interviewed responded that actions are the hard work, the development of innovations and initiatives, the promotion of positive results and the establishment of good relations with partners and donors. These are what he follows in his professional environment. In the second part of the question, he answered that he doesn't know what the others do for this purpose. The third respondent believes that is crucial to identify the objectives to follow clear policies, to loves your job, to work with collegiate and abstinence, to have instinct and culture, to be structured to have the sense of responsibility, to develop innovations, to receive continuous education and to evolve constantly. This is how he is acting in the professional environment. In the second part of the question replied that he believes that the foregoing should apply to all those who want professional distinction.

In conclusion, the first respondent finds success on many other factors without including the factor of teamwork. The second interviewee seems at least empirically to perceive that successfulness passes through the teamwork and cooperation. It should be noted that partners as financiers should have the same teamwork spirit. This reveals that he is trying to manipulate them in order to achieve his objectives. The third of the respondents is the most highly communicative. He is the only of the respondents that supports teamwork and believes that it is the major factor for the success of an information organization (library, archive, museum, documentation centre, etc).

Quantitative Research

In the first question about the way that your view for someone is influenced by the glance, 49% answered to some extent, 12% to a moderate extent and 7% to a little extent (Fig. 1a). We observe that the majority of respondents said they strongly influenced by the glance of a person in forming an opinion for this person The majority of the sample responded that affected to a large or to a moderate extent, while only a small proportion responded that is influenced to a little. It is obvious that the look transfers emotions, reveals elements of character and the mood of people. This is because it belongs to the unconscious functions of the human body, thus make it most reliable. The look can reveal thoughts and intentions of a human and also to contribute in the interaction with other people during the primitive approach. Respondents may be answered positively to the question based on their social contacts rather than their professional environment.

In the question if the smile influenced the opinion of the respondents about a human, 73% answered that there are strongly influenced, 15% are moderated influenced and 12% are very much influenced (Fig. 1b). The smile affects positively the overwhelming majority of the respondents. Most of them answered that they affected much, a smaller proportion of them is influenced too much or moderately. None of the respondents replied that it is not affected or little affected by the smile. The opinions converge on the fact that smile more often reveals positive

intent. It belongs to the class of primitive human responses that define human relations and communication. It shows friendliness and is one of the most popular ways of communication and approach. It indicates feelings of joy and cheer and brings almost always positive results and challenging sympathy. As it is revealed by the results of the survey, smile has a huge influence on the crisis and the psychism of the young people because due to their age they are often faced with the need to communicate and expand their social circle.
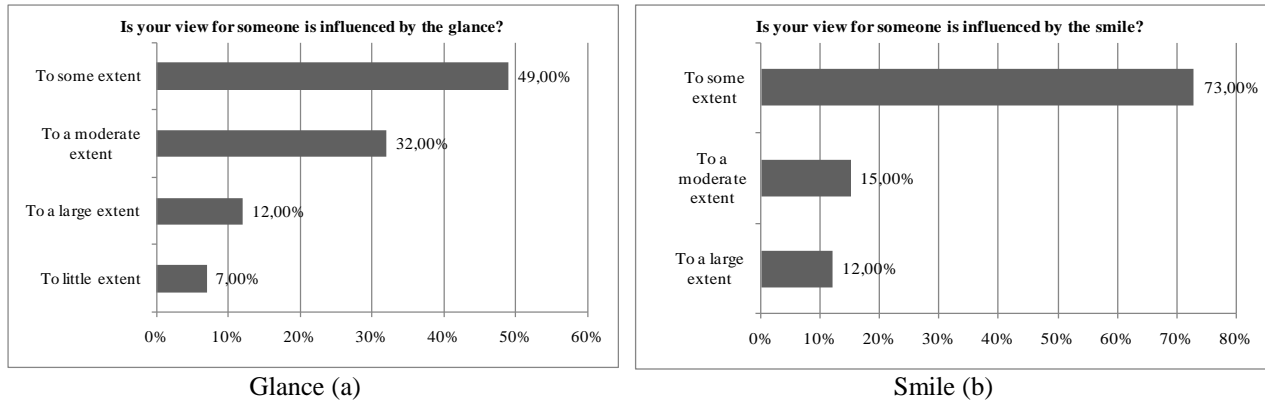

FIGURE 1. Figure 1(a) describes if someone is influenced by the glance and Figure 1(b) by the smile.

When the respondents were asked if they expressed (and show their character) through body language the majority answered that they do it to some extent (58%). 23% answered that they do it to a moderate extent, 12% to a large extend and 7% to a little extent. The research findings confirm the theory that the body language has majo impact in communication. It affects people in most areas of life and it is crucial for the people opinion for humans and factors. Especially young people expressed through kinesiology and send messages that speech is unable to transfer. It is not surprising that nobody replied that is not using body language for expressing his character.

It is important for you the way someone standing, sitting and moving? Is it crucial for extracting conclusions about his personality? The opinions of most respondents are identical, that is of great importance the way someone moves in order to draw conclusions about his personality and temperament. The largest percentage of responses is almost equally divided between the answers to a large (31%), some (30%) and moderate (27%) extent, while a smaller percentage (12%) selects the answer to a little extent. The posture of someone reveals a set of characteristics that describe him. It reflects elements of character and mood for the given snapshot. It may express hesitation, self-confidence, comfort, embarrassment and many other feelings. The above results confirm the importance of body language to young people. Most of them perceive the people who interact in social and academic environment according to the messages they received from the body language.

The way a person moves, reveals more details about his personality (including mood, thoughts, and feelings) than it is revealed by his talk. This implies that a person may define an opinion from the very first minutes of acquaintance. The majority of the respondents answered that the first 30 seconds are crucial in forming an opinion for a human to a moderate (34%) and to some (25%) extent much. Smaller percentage responded to a large (8%) extent or not at all (10%). Positive responses are significantly more than the negatives. Overall the majority of respondents stated that the first 30 seconds of knowing a person is crucial. However, a fair proportion answers that give others the chance to reveal their character in a longer term. Young people are impulsive because of their age and they base their judgment on the first few minutes of acquaintance. Young people, judging by their experiences in their social environment, believe that the most essential elements of a character displayed by involuntary movements that make up the body language.

The vast majority of the sample is heavily influenced by facial expressions. Nearly 90% of respondents (61% to some extent and 27% to a large extent) answered that understands the feelings of a person by his facial expressions. Face is the most expressive mean of the human body and reveals feelings, beliefs and emotions that someone tries to hide. Face expressions largely determine the type of communication. People judge each other in terms of personality and character on what they see. There is a perception that someone is attractive and has many other positive elements because of his face –especially younger people have this belief. A comparatively smaller part of respondents, however, answered that understands emotions and characteristics judging from his facial expressions to

a small extent, which can mean failure or interpretation of the language of facial expressions, or refusal of some respondents to judge hastily and superficially.

As expected, 90% of the respondents believe that speech plays a vital role in communication (Fig. 2a). The reason is that the speech is the main mean of expression of the human. It is one of the key components of communication. A properly structured ratio indicates purposeful thinking and well organized personality.
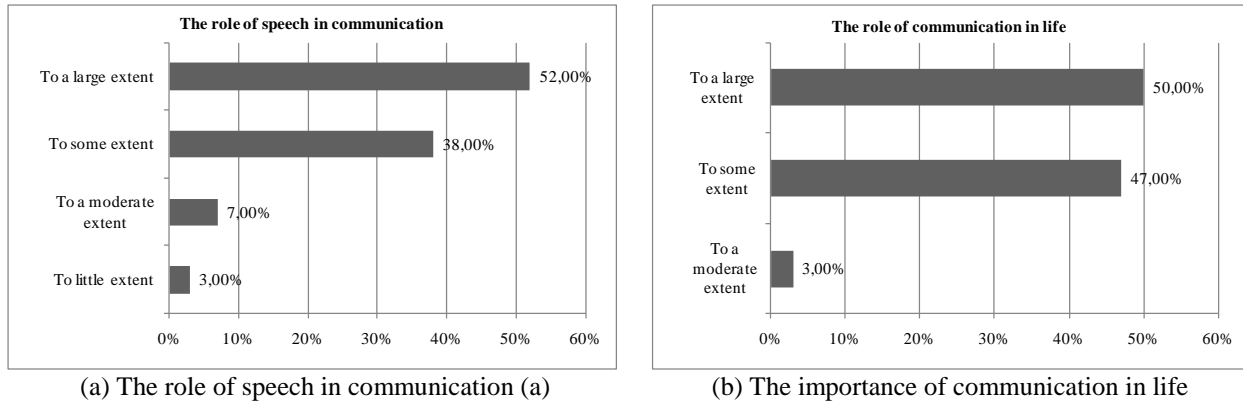
(a) The role of speech in communication (a)   (b) The importance of communication in life

FIGURE 2. (a) The role of speech in communication, (b) The importance of communication in life.

Respondents (especially the youngest) agree that communication affects to a large (47%) or to a very large (50%) extent both personal and professional development (Fig. 2b). This is probably based to their experience from the professional –especially in the academic sector- and the personal (social) environment

The majority of responses to the question whether the observation of the eye move of someone helps to draw important conclusions, was that it is critical to a moderate (28%), some (41%) and large (18%) extent. One of the NLP theories is that the direction in which you look while thinking what to answer in a question is of great importance. The eyes move in several directions. Each eye move represents something (feeling, emotion, intention, etc). The pioneers of NLP observed that eye movements are strongly related to a thought. Most respondents, despite the lack of specialized knowledge answered positively to this question. However a very small percentage of 5% answered that the eye movement is important to a little extent (10%) or not important at all (3%).

The majority of respondents, 95%, answered positively in following standards and examples of successful communication behaviors. This shows that students, which are the major part of the sample, have concluded in this opinion due to their academic and family environment. The distinction in the professional sector requires the setting of objectives and values, as well as the ability to influence others. The implementation of a structured based on communication strategies NLP brings new perspectives. The majority of respondents answered that NLP, influence others from a moderate (33%) to some (52%) and large (12%) extent. The large number of positive responses indicates that respondents may have been educated in NLP, regardless of their sector. Those who answered that NLP is not important in influencing the behavior of others may not have the knowledge or they do not care.

93% of respondents believe is extremely important that to make compromises for the common benefit of an organization. This confirms one of the basic principles of NLP; that in a system, the person who controls the system, it is the person with the greatest tolerance. If a system is a structure that operates on the basis of relations governing the parties, then a complex situation among many executives is considered a system, in which each member is a part of it. As part of a system, the person that will develop more flexibility and condescension will have the greatest influence on the others. From the responses, it is obvious that respondents are aware of how a system works because they have repeatedly participated in a system (school, university, etc).

In the society and respectively in the working environment, there are difficulties in human relations that could be overcalled by using NLP. If these difficulties would not be solved, then there are a lot for problems in the function of an organization. The majority of respondents (88%) answered that training in NLP could be useful. 12% answered that it would be less (10%) or not (2%) useful. Respondents may have been trained in social relationships (may be in NLP) during their academic studies. Those who answered negatively may not have this expertise or education.

The survey confirms that subconscious is extremely powerful. When someone states that something will go wrong, it is likely to be verified. When a person imagines something is going to happen in the future, creates a

situation in his mind. If someone thinks positively, then most of the time it is producing positive results. Therefore, the performance in the professional sector is directly linked to the (human) subconscious. Most of the respondents (95%) is aware of that. The fact that the majority of the sample, which is the young people, believes that thinking is directly linked to the subconscious indicates a relevant education in the field of psychology. They may have taught courses with relevant content either in the school or in the academia. The 5% of the respondents that answers otherwise may not have this kind of education.

Finally, the majority (96%) of the respondents believe that the rewards and recognition of success brings even more discrimination and increase performance in the professional sector. The 4% of the respondents, may believe in the opposite theory, that if someone reaches the desired point of conquering a goal and feel success may not try for more professional recognition and performance.

CONCLUSIONS AND DISCUSSION

From the qualitative analysis it is observed that the surveyed have different level of communication skills. This is due to the absence of any training seminars in the framework of long-life learning. It is essential people in administrative positions to update their knowledge by attending a program of study or to make seminar training. It should therefore be given the necessary focus to communication educational programs and seminars, and even to make them mandatory. The findings of the quantitative research show that there is basic education in communication literacy issues. It is particularly gratifying that the majority of the sample consisted of young students, who had at least a small but proper communication training. This is a sign of development and progress of students' communication skills in the framework of education. However, the majority of the questions may be answered on the basis of common sense and not necessarily based on knowledge gained in a curriculum. It is essential, both for education and for vocational career and especially for people with a university education, the development of communication skills. This could be done in a small age with the integration of courses in elementary school with similar content. It is remarkable that is all US high school there are communication competitions. Students perceive the value of communication skills and this is the reason that they like so much the communication course. Another way of training could be the mass media, which may promote educational products related to communication issues. Communication is not limited to a particular subject, but is related to almost all areas, in personal and especially at the professional level.

During a research a lot of obstacles are arisen. These barriers are often crucial. A problem regarding the qualitative and quantitative research was in some cases the lack of cooperative respondents. Also a problem was the limitation of research in the public sector and particularly in academic libraries. It is very likely in the private sector to have a greater percentage of executives who will have more communication skills.

For future research it would be interesting to expand the survey in other kind libraries, special, private sector libraries and in other information organization, for example archives. The research could be expanded in sub communication fields, for example negotiation, the relation of the information organizations executives with the users (students, staff) and the suppliers (publishers, inter-mediators, agents, etc). Finally an interesting research field could be the contents of training seminars in communication (and NLP) for senior managers.

REFERENCES

1. J. Poon and Teng Fatt, Nonverbal communication and business success, *Management Research News,* 21(4/5), pp. 1–10 (1998).
2. P. Hills, Teaching communication skills, *Education and Training*, 30(5), pp .4–8 (1998).
3. M. Jones, Taking the initiative, *Executive Development*, 4(4) ,pp.30–36 (1991).
4. O. G. Chorayan and G. O. Chorayan, Brain organization and information activity, *Kybernetes*, 29(9/10), pp. 1141–1149 (2000).
5. H. G. A. Hughes, Encyclopedia of linguistics, *Reference Reviews*, 19(6), pp. 33–34 (2005).
6. T. D. Wilson, Models in information behaviour research, *Journal of Documentation*, 55(3), pp. 249–270 (1999).
7. M. G. Pickholz and J. Pickholz, Manipulation, *Journal of Financial Crime*, 9(2), pp. 117–133 (2001).
8. H. Skinner and R. Croft, Neuro-linguistic programming techniques to improve the self-efficacy of undergraduate dissertation students, *Journal of Applied Research in Higher Education*, 1(1), pp. 30–38 (2009).