

**NEURO-LINGUISTIC PROGRAMMING IN THE PROFESSIONAL COMMUNICATION OF A
CONSTRUCTION AND ARCHITECTURE PROJECT MANAGER****MYKHALKO Anastasiia¹, KUBANOV Ruslan², MAKATORA Dmytro³**¹Kyiv National University of Technologies and Design<https://orcid.org/0000-0001-8203-7488>e-mail: nastya_franchuk16@yahoo.com²Separate structural subdivision «Institute of Innovative Education of the Kyiv National University of Civil Engineering and Architecture»<https://orcid.org/0000-0002-0121-4858>e-mail: kubanov12@gmail.com³National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute»<https://orcid.org/0000-0002-1909-900X>e-mail: makatora_d@ukr.net

The scientific paper explores the specifics of applying NLP communication in the professional activities of a manager in an architectural and construction company. The relevance of using rapport techniques for effective interaction with various professional groups in the context of transformation in the construction industry has been substantiated. Theoretical foundations of NLP approaches and their practical application in management activities have been analysed. The main elements of rapport have been examined: nonverbal mirroring, verbal mirroring, emotional synchronization, and alignment with the interlocutor's values. Techniques for establishing rapport are described in detail, including crossover mirroring and calibration. A review of scientific studies by domestic and foreign scholars regarding the use of NLP techniques in professional communication and management activities has been conducted. Practical examples of NLP technique application in various communicative situations within an architectural and construction company are presented: in communication with clients, architects, builders, suppliers, investors, and the project team. A system of practical recommendations for implementing NLP communication into managerial practice is proposed, including diagnostics of the communicative environment, development of communication protocols, enhancement of team interaction, and conflict management. A system for evaluating the effectiveness of NLP approach implementation has been developed, based on quantitative and qualitative indicators such as the speed of managerial decision-making, the percentage of tasks completed on time, employee satisfaction level, and the quality of interdepartmental cooperation. Particular attention is paid to the impact of NLP techniques on improving project management efficiency and optimizing business processes in architectural and construction companies. The specifics of applying different communication strategies depending on the interlocutor's professional profile and the context of interaction have been analysed. Key success factors for implementing NLP approaches into the corporate culture of the organization have been identified. The features of adapting communicative approaches to the specifics of various departments have been considered: from the project office to production units, from the financial sector to customer service. The influence of digital transformation on communication processes has been studied, and ways of integrating NLP techniques into modern communication platforms have been proposed. The results of the study demonstrate that the use of rapport techniques significantly improves the quality of communication, reduces conflict levels, increases team motivation, and optimizes the implementation processes of construction projects. The practical value of the obtained results lies in the development of a system of recommendations for integrating NLP techniques into the daily management practices of an architectural and construction company, which provides a foundation for enhancing overall management efficiency and strengthening the organization's competitive position in the market. Mechanisms for monitoring and evaluating the effectiveness of communication processes through KPI systems and regular surveys have been proposed, as well as approaches for developing a crisis management and strategic communication system.

The study has both theoretical and practical significance for the development of management science and practice in the construction industry, offering innovative approaches to organizing communication processes and improving the efficiency of managing construction projects.

Keywords: NLP communication, rapport, management, architectural and construction company, mirroring, emotional synchronization, communication management.

<https://doi.org/10.31891/mdes/2025-16-45>

Стаття надійшла до редакції / Received 18.04.2025

Прийнята до друку / Accepted 02.05.2025

INTRODUCTION

The relevance of researching NLP communication and rapport in the professional activity of a manager in an architectural and construction company is of particular importance in the context of the rapid transformation of the construction industry and the growing complexity of managing multidisciplinary projects. The modern construction sector is characterized by high dynamics of change, the integration of new technologies, and increasing demands for the quality of project implementation, which creates additional challenges for management personnel.

In a context where project success depends on effective interaction among specialists from diverse fields – from architects to builders, from investors to suppliers – a manager's ability to establish quality contact with each stakeholder group becomes critically important. Each professional group has its own communication specifics, terminology, and priorities, which requires the manager to possess special skills of adaptation and synchronization. Moreover, the increasing scale and technological complexity of projects

heighten the risks of communication breakdowns and conflicts among participants in the construction process.

The use of rapport techniques makes it possible to establish an effective communication system that ensures clear understanding of goals and tasks among all project participants, promotes the formation of trustful relationships and team spirit. This is particularly important for overcoming communication barriers between different professional groups, reducing conflict risks, improving project performance, and optimizing resource use. NLP approaches enable the manager to flexibly adapt their communication style to the specifics of each professional group, which enhances interaction effectiveness and team motivation.

The implementation of NLP techniques gains special significance in the context of modern trends in the construction sector: increasing demands for project implementation speed, higher quality standards, the need for flexible responses to market changes, and intensified competition. Under such conditions, effective communication becomes a key factor in a construction company's competitiveness, enabling prompt decision-making, coordination across departments, and the delivery of high-quality work.

LITERATURE REVIEW

Analysis of recent research and publications demonstrates considerable scholarly interest in the topic of NLP communication and its application in managerial activities. Theoretical aspects of neuro-linguistic programming and its communicative components are thoroughly explored in the monograph by T. Kovalevska [1], which outlines the foundations of NLP approaches in communication. S. Oleksienko [2] focused on the practical application of NLP techniques in professional training, while M. Tarnavskiy [3] and V. Tymkova [4] conducted in-depth studies of non-verbal aspects of business communication and their role in personnel management.

Significant contributions to the understanding of psychological aspects of professional communication were made by V. Lavrenchuk [5], who examined the culture of skilled communication, and by Z. Ohorodniuk and Ye. Vybornova [6], who focused on the study of emotional intelligence. A collective monograph edited by O. Kokun, with contributions from V. Klymenko, O. Korniaika, and O. Malkhazov [7], presents psychophysiological patterns of professional self-fulfilment. I. Shtykh [8] and O. Vavryniv [9] studied the role of empathy in professional communication, while M. Ioffe [10] concentrated on non-verbal tools in business interaction.

Practical aspects of communicative competence and innovations in communication are addressed in the works of J. Borg [11], V. Havran and M. Havran [12], S. Morkotun [13], and O. Todorova [14]. The psychological features of modular developmental interaction were examined by A. Hirniak [15], and modern NLP technologies are presented in the collective work by S. Hnatiuk, O. Smirnov, and V. Petryk [16]. However, despite the considerable volume of research, the issue of applying NLP communication in the context of managing an architectural and construction company requires further investigation and systematization.

The purpose of the study is to develop and substantiate professional and communicative approaches to the application of NLP communication and rapport techniques in the managerial activities of an architectural and construction company's manager, particularly to improve interaction with various professional groups, optimize the implementation of construction projects, and achieve the strategic goals of the organization.

MAIN PART

Presentation of the main research material. Rapport in NLP is a technique for establishing deep trust and mutual understanding with an interlocutor through synchronization with their behaviour, emotional state, and communication style [17]. For a manager, this is a key tool for creating a comfortable atmosphere, ensuring effective communication, and increasing influence. Rapport is based on the idea that people tend to trust those who appear "similar" to them. This is achieved through subtle mirroring of the interlocutor's verbal and non-verbal signals. The technique does not imply manipulation but aims to create a natural connection [2].

The main elements of rapport include: non-verbal mirroring; verbal mirroring; emotional synchronization; alignment with the interlocutor's values and beliefs.

Let us consider the key elements of rapport in more detail.

Non-verbal mirroring is a critically important component of effective communication, especially in the context of building rapport. This technique allows for the creation of a natural connection between interlocutors, fostering trust and mutual understanding [3].

Observing the posture and gestures of the interlocutor is a vital stage in establishing rapport. For example, if the interlocutor sits with their arms crossed, subtly adopting a similar position may create a sense of commonality and reduce psychological distance. However, it is important not to copy the posture precisely, but rather to adapt one's behaviour so that it appears natural. Research shows that people subconsciously react to non-verbal signals, so such adaptation can significantly influence how open and cooperative you are perceived to be.

Facial expressions play a crucial role in non-verbal mirroring. When the interlocutor smiles, responding with a light smile not only shows your engagement but also fosters a positive atmosphere. Emotional expressions can trigger mutual positive emotions, helping to ease tension during communication. Psychologists argue that reflecting emotions through facial expressions can be a powerful tool in strengthening relationships. Synchronization with the pace and rhythm of the interlocutor's breathing is another essential technique of non-verbal mirroring. When you speak on the exhale of the other person, it can create a sense of harmony and alignment in communication. Researchers note that such synchronization may enhance emotional closeness and help reduce stress during conversations, particularly valuable in challenging or sensitive situations. Eye contact is a key aspect of non-verbal communication. Maintaining an appropriate level of eye contact can enhance trust and openness in conversation. By maintaining a natural level of visual engagement, you demonstrate genuine interest in the interlocutor. However, it is important to avoid excessive intensity, which may cause discomfort. Studies show that an optimal level of eye contact helps establish stronger connections and fosters deeper understanding [3; 4].

Thus, non-verbal mirroring is a powerful tool in the communication process that can significantly enhance interaction effectiveness. By using techniques such as subtle mirroring of postures, smiles, breathing synchronization, and maintaining eye contact, you can create an atmosphere of trust and mutual understanding. These methods not only facilitate communication but also help build deep relationships, which are essential in all spheres of life.

The next element, verbal mirroring, is an important aspect of building rapport and strengthening trust between communicators. This technique involves adapting your speech behaviour to match the style, pace, and content of the interlocutor's communication [5]. Let us examine the key aspects of verbal mirroring and their application in more detail.

The first factor to consider in verbal mirroring is the pace and volume of speech. If the interlocutor speaks quickly, increasing your own speaking pace can create a sense of energy and engagement in the conversation. It signals your active participation and readiness to support the emotional state of your counterpart. Conversely, if the interlocutor speaks slowly or softly, you should reduce your pace and volume to avoid distracting or pressuring them. Research shows that adapting speech tempo positively influences communication perception, improving mutual understanding and openness.

The use of key words and phrases frequently used by the interlocutor is another vital component of verbal mirroring. For instance, if an interlocutor uses the term "challenge" instead of "problem," repeating this word can help reinforce the connection and show that you are listening attentively. This not only enhances trust but also demonstrates that you respect their perspective. Psychological studies suggest that echoing an interlocutor's vocabulary can elicit a positive emotional response, leading to improved communicative interaction.

Adapting to the communication style of the interlocutor is yet another crucial aspect of verbal mirroring. If the person communicates formally, it is appropriate to maintain that tone by using suitable vocabulary and sentence structures. In cases where the style is informal, you may adjust your language to create a more relaxed and friendlier atmosphere. This communicative flexibility demonstrates your sensitivity and ability to understand the interlocutor's needs, thereby strengthening rapport.

Verbal mirroring not only enhances the quality of communication but also contributes to deeper understanding between conversation partners. When you adapt your speech behaviour, you encourage the other person to be more open and honest in expressing their thoughts. Such an environment fosters more constructive discussions and allows for more efficient problem-solving.

To summarize, verbal mirroring is a powerful tool for improving communication across various domains. Adjusting the pace, volume, choice of key words, and overall speech style helps to create an atmosphere of trust and mutual understanding. The use of these techniques not only increases communication efficiency but also strengthens interpersonal relationships, which is an essential factor in achieving shared goals.

Next, the following element – emotional synchronization – is a crucial component of effective communication that helps establish trustful relationships between interlocutors. This process involves

careful observation of the emotional state of the other person and a corresponding adjustment of your tone and behaviour [6]. Let us now examine how emotional synchronization can impact interaction and explore methods for its implementation.

The first step towards emotional synchronization is careful observation of the interlocutor's emotional state. This may be expressed through nonverbal cues such as facial expressions, gestures, and posture. For example, if you notice that the interlocutor appears anxious or worried, it is important to acknowledge their state in a timely manner. Studies show that recognizing the emotions of an interlocutor can significantly reduce tension and promote more open communication.

Adapting your tone and communication style to match the emotional state of the interlocutor is the second key aspect of emotional synchronization. If you see that the person is feeling anxious, it is important to use a softer and more calming tone. For instance, you might say, "I see you are a bit concerned, let us work through this together." This not only shows that you are attentive to their emotions but also demonstrates your readiness to support and assist.

Acknowledging the emotions of the interlocutor is an important element of emotional synchronization. When you openly recognize the emotions the other person is experiencing, it creates a sense of support and understanding. For example, if an interlocutor appears joyful due to a project success, you might affirm their emotion by saying, "It is great to see how happy you are about this achievement." Such recognition helps strengthen the connection and increases the level of trust.

Creating a safe space where the interlocutor feels comfortable expressing emotions is another important component of emotional synchronization. This can be achieved by asking open-ended questions and encouraging the person to share their feelings. For example, phrases like "How do you feel in this situation?" may encourage open dialogue. Research indicates that fostering such a space positively influences the psychological climate within a team.

Undoubtedly, emotional synchronization is a powerful tool for improving communication and strengthening relationships. It allows not only to understand the emotional state of the interlocutor but also to adapt your response in a way that fosters trust and support. By using techniques such as observation, tone adaptation, emotion acknowledgment, and creating a safe environment for emotional expression, you can significantly enhance the effectiveness of interaction and reduce conflicts [11]. Emotional synchronization is key to achieving deep understanding and harmonious communication.

Next, a very important element of rapport. Aligning with the values and beliefs of the interlocutor is a crucial component of effective communication. This process involves understanding what matters to the person you are speaking with and adapting your approach accordingly. This not only improves mutual understanding but also strengthens trust within the relationship [7]. Let us now examine how this technique can be applied in practice.

The first step in aligning with the interlocutor's values is identifying what they are. These values may include career growth, stability, personal development, or social responsibility. By asking open-ended questions, you can gather information about their priorities. For instance, questions such as "What is important to you in your work?" can help reveal the key aspects for the interlocutor. Research shows that being aware of others' values enhances the effectiveness of communication.

It is important not only to identify these values but also to demonstrate respect for them, even if you do not share them. This may be reflected in your language, nonverbal signals, and overall approach to the conversation. For example, if the interlocutor values stability, you can emphasize how your proposals or decisions may contribute to that stability. Respecting values creates a sense of safety, which facilitates open communication.

The next step is to adapt your messages in accordance with the interlocutor's values. This may involve using terms and examples that resonate with their beliefs. If someone values career growth, you might highlight how your idea or decision can open up new development opportunities. Studies suggest that aligning your message with the interlocutor's values increases the likelihood of positive reception.

When you align with someone's values, it can lead to the creation of shared goals. Discussing common objectives that incorporate the values of both parties can strengthen the connection and improve collaboration. For example, if you are working together on a project that reflects both sets of values, it may lead to a more successful outcome. Research shows that shared goals enhance team spirit and motivation.

Thus, aligning with the values and beliefs of the interlocutor is a powerful tool for improving communication. Identifying values, respecting them, tailoring messages, and establishing shared goals help build trust and mutual understanding. This technique not only enhances communication quality but also supports the achievement of common outcomes. Understanding others' values is critically important in any sphere of life, whether in business, education, or personal relationships.

There are several techniques for enhancing rapport: pacing and leading, crossover mirroring, and calibration.

Pacing and leading are important techniques that can significantly improve interaction between interlocutors and help establish deep rapport. These methods are based on the idea that one should first synchronize with the interlocutor's behaviour, and once rapport is established, gradually shift one's behaviour to positively influence the situation. Let us explore these techniques in more detail.

Synchronization is the first essential step in establishing rapport. It involves careful observation of the interlocutor's behaviour and adaptation to their verbal and nonverbal signals. This may include adjusting to the pace of speech, posture, or even emotional state. For instance, if the interlocutor speaks quickly or uses specific gestures, it is important to initially adopt a similar communication style. Studies show that such adaptation can create a sense of familiarity and improve mutual understanding.

Once rapport has been established, the next step is leading. This means you can gradually change your behaviour to influence the interlocutor. For example, if an interlocutor speaks quickly due to stress, it is important to first match their pace and then slowly reduce the speed of your speech. This can help calm the interlocutor and create a more comfortable atmosphere for communication. Research confirms that changing the pace of speech can positively influence the interlocutor's emotional state.

Nonverbal signals also play an important role in pacing and leading. By adjusting your posture or gestures to match those used by the interlocutor, you demonstrate that you are listening attentively and understand them. When you gradually shift your posture or gestures, it can influence the mood of the interlocutor. For instance, if you begin by sitting in a relaxed posture and then shift to a more open and active position, it may encourage the interlocutor to adapt their behaviour as well.

Emotional synchronization is another vital aspect of pacing and leading. Your ability to sense and acknowledge the emotional state of your interlocutor can significantly impact the success of communication [8; 9]. When you first align with the emotions of the other person and then gradually guide them to a calmer or more positive state, it can improve the overall interaction. For example, if the interlocutor appears anxious, you may start by acknowledging their emotions and then slowly shift the tone of the conversation to reduce tension.

Pacing and leading techniques are powerful tools for enhancing rapport and improving communication. Synchronizing with the interlocutor's behaviour, gradually guiding change, using nonverbal cues, and practicing emotional synchronization help create a comfortable communication environment [10]. Applying these techniques not only improves the quality of interaction but also helps build trust, which is critically important in any sphere of life. Understanding and applying these principles enables the development of more productive and constructive relationships.

Crossover mirroring is an effective technique that helps establish rapport between interlocutors by using different channels of nonverbal communication. This method involves synchronizing with the interlocutor's behaviour not through direct imitation of their gestures, but by adapting your own responses in a way that appears more natural and less intrusive. Let us take a closer look at how this technique can be applied in practice and what its advantages are.

The core principle of crossover mirroring is the use of alternative communication channels to mirror the behaviour of the interlocutor. For example, if the interlocutor gestures actively, you can respond with a subtle nod or a change in facial expression in rhythm with their gestures. This approach allows you to demonstrate active participation in the conversation without distracting from the main topic or creating a sense of mimicry.

One of the main advantages of crossover mirroring is that it appears more natural. When you do not copy the interlocutor's behaviour literally but instead adapt your reaction, it helps avoid the impression of artificiality. Studies show that naturalness in communication fosters a more comfortable atmosphere, which in turn increases the level of trust between participants.

Crossover mirroring enables the use of various nonverbal signals to enhance interaction. For instance, if the interlocutor speaks emotionally and gestures expressively, you can emphasize their emotions by smiling or nodding, showing agreement and support. This helps create a sense of connection and enhances emotional synchronization between the interlocutors.

Crossover mirroring can be useful in a variety of situations, from business meetings to personal conversations. In a business context, for example, if your colleague is enthusiastically discussing a project, you can nod or use other nonverbal cues to highlight your attention and interest. In informal conversations, this method can also help create a more relaxed atmosphere, making communication easier and more comfortable.

Undoubtedly, crossover mirroring is a powerful tool in the field of nonverbal communication that effectively establishes rapport and improves mutual understanding. Specifically, by using alternative channels to mirror the interlocutor's behaviour, you can create a more natural and comfortable environment for communication [14; 15]. This technique helps avoid a sense of artificiality and increases the level of trust, which is critically important in any interaction. Understanding and applying crossover mirroring can significantly improve the quality of your communication, helping you better understand the other person and achieve shared goals.

Next, calibration is an important element in the process of establishing rapport, which involves careful observation of the interlocutor's nonverbal reactions. This technique allows you to determine whether mutual understanding and trust have been achieved and assess how comfortable the interlocutor feels in your presence. Let us take a closer look at how calibration works and what its main aspects are.

Calibration begins with attentive observation of the interlocutor's nonverbal signals. These may include changes in facial colour, breathing, eye contact, facial expressions, and gestures. For example, if you notice that the interlocutor's face becomes redder or, conversely, paler, this may indicate their emotional state. Research shows that nonverbal signals are important indicators of a person's condition, and careful observation of them can significantly enhance your communication.

Changes in breathing patterns are also an important aspect of calibration. If an interlocutor begins to breathe faster or more deeply, it may indicate excitement, tension, or anxiety. Conversely, if their breathing becomes slower and more even, this suggests that they are feeling relaxed and comfortable in your presence. The ability to recognize such changes allows you to adjust your approach in order to maintain a positive atmosphere.

Eye contact and facial expressions are also critical elements in calibration. If the interlocutor maintains eye contact and their facial expressions show engagement, this indicates that rapport has been established. On the other hand, if they avoid eye contact or display closed expressions (such as crossed arms), this may signal discomfort or a lack of readiness for open communication. Being aware of these nuances will help you choose the right approach for each individual.

Calibration also involves observing how open a person becomes during the conversation. If you notice that someone begins to share more information, asks questions, or actively engages in discussion, it is a sign that rapport has been successfully established [16]. The ability to detect such signals is important, as they point to a positive development in interpersonal interaction.

Thus, calibration is a powerful tool for assessing the success of rapport building. Careful observation of nonverbal cues such as changes in breathing, eye contact, and facial expressions enables you to adjust your communication strategy and maintain a comfortable conversational environment. This technique not only improves interaction quality but also strengthens trust, which forms the foundation of productive relationships. Understanding and applying calibration can significantly enhance your communication effectiveness, helping you build deeper and more meaningful connections with others.

Examples of rapport application in an architectural and construction company [18-21]:

Client communication during initial meetings:

If the client gestures actively – respond with appropriate gestures.

If their speech is slow – adjust your pace accordingly.

If the client sits with crossed arms – mirror the posture after some time.

During emotional project discussions – show a similar level of enthusiasm.

At the first meeting with a client, subtle mirroring of their behaviour is crucial to establishing a trusting connection. Observe their nonverbal cues and naturally synchronize: replicate similar gestures if they are expressive, maintain their speech tempo, adopt a similar body posture after a while, and demonstrate matching emotional engagement when discussing the project. Such synchronization creates a comfortable environment for productive dialogue and helps the client feel understood.

Communication with architects:

Using professional terminology in their style.

Mirroring their excitement when discussing design concepts.

Matching their workflow tempo when dealing with drawings.

Synchronizing with their energy during brainstorming sessions.

When interacting with architects, it is essential to tune into their professional wavelength by using relevant terminology and demonstrating a genuine understanding of the creative process. Support their enthusiasm during design discussions, follow their pace while working with project documentation, and actively engage in brainstorming with the same energy and focus. Such professional synchronization fosters effective collaboration and mutual understanding with the design team.

Interaction with construction workers:

Matching the tone of voice when speaking on-site.

Using practical, straightforward terminology.

Adjusting to their walking pace during site inspections.

Demonstrating awareness of the physical difficulty of tasks.

When working with construction workers, it is important to show practical awareness of their work through appropriate on-site behaviour: match their tone of voice, use clear and relevant language, walk at their pace during inspections, and show empathy toward the physical demands of their tasks. This approach builds a sense of professional respect and facilitates smoother communication with on-site personnel.

Working with suppliers:

Mirroring a formal business communication style.

Adapting to the pace of negotiations.

Synchronizing with the level of formality.

Matching the energy during contract discussions.

In interactions with suppliers, it is important to adhere to their business communication format by precisely tuning in to their negotiation style: maintain the expected level of formality, follow the pace of discussion regarding cooperation terms, and project a matching level of energy when addressing business matters. Such professional mirroring creates optimal conditions for constructive dialogue and achieving mutually beneficial agreements.

Communication with the project team:

Adapting to the general mood of the meeting.

Mirroring the level of engagement in discussions.

Synchronizing with the pace of documentation work.

Matching the emotional tone during problem-solving.

When communicating with the project team, it is essential to align with the collective dynamics: adjust to the overall emotional atmosphere of the meetings, reflect an appropriate level of involvement during discussions, keep pace during document processing, and mirror the shared emotional tone while resolving issues. This synchronization fosters a sense of unity and enhances the team's ability to work effectively on the project.

Communication with investors:

Aligning with a business-style tone.

Matching the energy level during presentations.

Synchronizing with the tempo of financial data analysis.

Reflecting confidence when discussing future prospects.

In working with investors, it is crucial to demonstrate professional alignment with their business communication format: maintain a clear business style, match their energy during presentations, synchronize your pace when reviewing financial metrics, and reflect a similar degree of confidence when discussing project prospects. This synchronization with the investor's business attitude helps create a sense of professional reliability and increases trust in the project.

Resolving conflict situations:

Initial mirroring of the emotional state.

Gradual reduction of tension by adjusting tone.

Synchronizing with readiness for constructive dialogue.

Adapting to the pace of finding solutions.

When resolving conflicts, apply a phased approach to establishing connection: first, demonstrate empathy for the interlocutor's emotional state through careful mirroring, then gradually de-escalate the situation by modifying your tone, monitor the moment when the person becomes open to constructive dialogue, and adjust to a solution-finding pace that suits all parties. This approach allows for effective transformation of conflict into productive interaction.

Motivational communication:

Mirroring the team's enthusiasm.

Synchronizing with the level of optimism.

Adapting to the group's collective energy.

Matching the pace of goal achievement.

In motivational communication, the key is the ability to pick up and amplify the team's positive momentum: reflect their enthusiasm, maintain the current level of optimism, resonate with the group's

collective energy, and synchronize with the team's pace in moving towards shared goals. This alignment with the team's mindset fosters a sense of unity, strengthens motivation, and contributes to the effective achievement of set objectives.

Value-based pacing techniques:

For perfectionists: "Let's carefully examine every detail."

For pragmatists: "This solution optimizes our resources."

For innovators: "Your approach opens up new possibilities."

For conservatives: "This is a time-tested solution."

When communicating with different personality types, it is crucial to speak the language of their values: highlight precision and attention to detail for perfectionists, focus on resource efficiency with pragmatists, emphasize innovation and prospects with innovators, and stress reliability and proven results with conservatives. Such value-based adaptation of your communication style builds a solid foundation for mutual understanding and effective collaboration.

Professional synchronization:

With engineers: technical accuracy, schematics, calculations.

With designers: imagery, aesthetics, conceptual thinking.

With construction workers: practicality, specifics, feasibility.

With financiers: numbers, efficiency, profitability.

When interacting with various professional groups, it is important to adapt your communication style to their specific domain: with engineers, operate with precise technical data and calculations; with designers, use figurative language and aesthetic concepts; with construction workers, focus on practical aspects and tangible solutions; and with financiers, speak in terms of figures and economic efficiency. This professional adaptation ensures clear mutual understanding and productive cooperation with each specialized group.

The application of rapport techniques in management creates a powerful array of positive outcomes for an organization: communication quality improves due to increased trust among employees, conflict rates drop thanks to better mutual understanding, team motivation strengthens through a sense of unity and belonging, and managers gain more effective tools of influence for achieving business goals. This approach lays a solid foundation for building a high-performance work environment and successfully delivering projects.

Practical recommendations for using NLP communication techniques in the management of a construction company are based on a comprehensive approach to organizing communicative processes. The initial step involves diagnosing the communication environment, which includes auditing existing communication channels, identifying problematic areas, and analysing dominant communication styles across different departments. Based on the findings, a system of core communication protocols is developed, incorporating professional communication standards and feedback mechanisms. Special attention is given to adapting communication approaches to the specifics of various departments - from the design office to production units, from finance to client service.

The central element of the system is the implementation of rapport techniques, which includes training managers in the principles of mirroring, developing active listening skills, and empathetic communication. Simultaneously, project communications are optimized through the creation of a unified information space and the standardization of document flow. An important aspect is the development of team interaction and conflict management, which is implemented through team-building events, the introduction of mediation practices, and the creation of a system for the preventive identification of conflict situations. This is complemented by the development of a motivational communication system, which includes mechanisms for recognizing achievements and professional development programs.

The modern approach requires the active implementation of digital transformation in communication processes, including the use of modern communication platforms and the automation of routine procedures. At the same time, it is essential to ensure continuous monitoring and evaluation of communication efficiency through a KPI system and regular surveys. Special attention is paid to the development of corporate culture and training systems, which provide a foundation for the long-term improvement of communication processes. This includes the formation of shared values, the establishment of professional communication traditions, and the development of mentorship. The final component is the formation of a crisis management and strategic communication system that ensures organizational readiness for non-standard situations and aligns communication processes with the company's long-term goals. Such a comprehensive approach allows for the creation of an effective communication system that enhances the overall performance of the construction company.

The system for evaluating the effectiveness of NLP approaches in the communication processes of a construction organization is based on a systemic analysis of quantitative and qualitative indicators. Quantitative metrics include the speed of managerial decision-making, the percentage of tasks completed on time, communication failure statistics, and the economic indicators of projects, while qualitative indicators focus on employee satisfaction, the quality of interdepartmental interaction, and the effectiveness of teamwork. An important component of the system is the evaluation of project and client indicators, which reflect the practical effectiveness of the implemented communication approaches. This includes monitoring adherence to project implementation deadlines, the quality of technical task execution, client satisfaction levels, and the company's reputation metrics. Organizational indicators complement the evaluation with an assessment of the effectiveness of internal communication channels and the quality of document management.

To ensure objectivity in evaluation, a wide range of monitoring methods and tools are used, including regular surveys, statistical data analysis, focus group sessions, and the use of modern digital platforms. A clear evaluation schedule is established – ranging from weekly monitoring of operational indicators to annual analysis of strategic results. The system provides for continuous control over the achievement of established success criteria and the timely implementation of corrective actions. A key element is the strategic evaluation of the alignment of communication processes with the company's business goals and their impact on the organization's competitiveness. Documentation of results and a feedback system ensure the accumulation of experience and the continuous improvement of communication practices. The final element of the system is benchmarking and ongoing development, which includes comparison with industry standards, the study of best practices, and the implementation of innovations. This comprehensive evaluation system not only enables the tracking of NLP approach effectiveness but also ensures their continuous improvement in response to new challenges and organizational needs.

CONCLUSIONS.

Based on the conducted research on NLP communication in the professional activity of a manager in an architectural and construction company, it can be concluded that the effective application of rapport techniques is critically important for successful managerial work. It has been established that the use of NLP approaches significantly improves the quality of communication with various professional groups, including architects, builders, investors, and clients, which directly affects the successful implementation of projects and the achievement of the organization's business goals.

The results of the study demonstrate that the implementation of verbal and non-verbal mirroring techniques, emotional synchronization, and alignment with the interlocutor's values creates a solid foundation for building trust-based relationships and effective interaction. Of particular significance is the use of crossover mirroring and calibration, which allow the manager to flexibly adapt their communication style to the specifics of each professional group, contributing to conflict reduction and increased team motivation.

The practical significance of the obtained results lies in the development of a system of recommendations for integrating NLP techniques into the daily management practice of a construction company. The proposed system for evaluating the effectiveness of NLP approaches, which includes both quantitative and qualitative indicators, enables ongoing monitoring and improvement of communication processes. This forms the basis for increasing overall management efficiency, optimizing resource use, and strengthening the company's competitive position in the market.

REFERENCES:

1. Kovalevska, T. Yu. (2008). *Komunikatyvni aspekty neirolinhvisychnoho prohramuvannia: monohrafiia* [Communicative aspects of neurolinguistic programming: monograph]. Odesa: Astroprint. 344 p. (in Ukrainian)
2. Oleksiienko, S. B. (2010). *Zastosuvannia okremykh tekhnik neiro-linhvistychnoho prohramuvannia u profesiinii pidhotovtsi spivrobitykiv pravookhoronnykh orhaniv* [Application of certain neuro-linguistic programming techniques in the professional training of law enforcement officers]. *Aktualni problemy psykholohii*, vol. 7, iss. 22, pp. 133–137. (in Ukrainian)
3. Tarnavskiy, M. (2015). *Neverbalni zasoby dilovoho spilkuвання ta upravlinnia personalom* [Nonverbal means of business communication and personnel management]. *Ekonomika kharchovoi promyslovosti*, no. 2 (26), pp. 61–64. (in Ukrainian)
4. Tymkova, V. *Proksemichni osoblyvosti neverbalnoho dilovoho spilkuвання menedzhera* [Proxemic features of a manager's nonverbal business communication]. *Humanitarna osvita v tekhnichnykh vishchykh navchalnykh zakladakh*, no. 37, pp. 80–85. (in Ukrainian)
5. Lavrenchuk, V. P. (2015). *Kultura vpravnoi komunikatsii yak osnova formuvannia uspishnoi osobystosti* [The culture of skillful communication as the basis for the formation of a successful personality]. *Naukovi zapysky Natsionalnoho universytetu "Ostrozka akademiia"*. Seriya: Filolohichna, vol. 57, pp. 188–193. (in Ukrainian)

6. Ohorodniichuk, Z., Vybornova, Ye. (2023). Emotsiyni intelekt yak predmet doslidzhennia v psykholohichnii literaturi [Emotional intelligence as a subject of research in psychological literature]. *Naukovyi chasopys UDU imeni Mykhaila Drahomanova*, vol. 22, pp. 70–78. (in Ukrainian)
7. Kokun, O. M., Klymenko, V. V., Korniiaka, O. M., Malkhazov, O. R. et al. (2015). Psykhofiziologichni zakonmironosti profesiinoho samozdiisnennia osobystosti: monohrafiia [Psychophysiological regularities of professional self-realization of the individual: monograph]. Edited by O.M. Kokun. Kyiv: Pedahohichna dumka. 297 p. (in Ukrainian)
8. Shtykh, I. I. (2015). Zdatnist do empatii yak komponent profesiinykh zdibnostei psykholoha [The ability to empathize as a component of a psychologist's professional abilities]. *Naukovyi visnyk Mukachivskoho derzhavnoho universytetu*. Seria: Pedahohika ta psykholohiia, vol. 2 (2), pp. 177–180. (in Ukrainian)
9. Vavryniv, O. (2019). Stanovlennia poniattia empatii v psykholohii [The emergence of the concept of empathy in psychology]. *Teoriia i praktyka suchasnoi psykholohii*, Kyiv: KPU, vol. 1, no. 2, pp. 28–31. (in Ukrainian)
10. Ioffe, M. (2023). Neverbalni instrumenty spilkuвання v protsesi biznesspilkuвання [Nonverbal communication tools in the process of business communication]. *Naukovi innovatsii ta peredovi tekhnolohii*, no. 12 (26), pp. 719–731. (in Ukrainian)
11. Borh, Dzh. (2020). Mystetstvo hovoryty. Taiemnytsi efektyvnoho spilkuвання [The Art of Speaking. Secrets of Effective Communication]. Translated from English by N. Lazarevych. Kharkiv: Ranok: Fabula. 304 p. (in Ukrainian)
12. Havran, V. Ya., Havran, M. I. (2017). Osoblyvosti formuvannia komunikatyvnoi kompetentnosti mahistriv menedzhmentu [Features of the formation of communicative competence of masters of management]. *Molodyi vchenyi*, no. 2 (42), pp. 466–470. (in Ukrainian)
13. Morkotun, S. B. (2013). Verbalni ta neverbalni zasoby komunikatsii prezent oratora [Verbal and nonverbal means of communication of the speaker's presentation]. *Visnyk LNU imeni Tarasa Shevchenka*, no. 14, pp. 272–276. (in Ukrainian)
14. Todorova, O. (2015). Innovatsii v komunikatsiakh. Innovatsiyni PRinstrumentarii v sotsialnykh komunikatsiakh suchasnoho biznesu: monohrafiia [Innovations in communications. Innovative PR tools in social communications of modern business: monograph]. Kyiv: Interkontynental-Ukraina. 176 p. (in Ukrainian)
15. Hirniak, A. (2020). Psykholohiia modulno-rozvyvalnoi vzaiemodii: monohrafiia [Psychology of modular-developmental interaction: monograph]. Ternopil: VPTs "Universytetska dumka" 376 p. (in Ukrainian)
16. Petryk, V. M., Hnatiuk, S. O., Chernenko, O. Ye., Hurieiev, V. O., Kurhaneych, V. I., Fesenko, A. O., Riabyi, M. O., Smirnov, O. A., Utkin, Yu. V. (2023). Suchasni tekhnolohii neirolingvistychnoho prohramuvannia: navchalnyi posibnyk [Modern technologies of neurolinguistic programming: a textbook]. Edited by S. O. Hnatiuk, O. A. Smirnov, V. M. Petryk. Kyiv: Tsentr uchbovoi literatury. 200 p. (in Ukrainian)
17. Grinder, J., Delosier, J. (1987). *Turtles All the Way Down: Prerequisites to Personal Genius*. Scotts Valley, CA: Grinder & Associates. 331 p.
18. Mykhalko, A., Kubanov, R., Makatora, D. (2025). Identification of client needs as a key component of professional communication and successful personal sales by a manager of an architectural and construction company. *Biznes-navihator*, vol. 1 (78), pp. 251–257. DOI: <https://doi.org/10.32782/business-navigator.78-41>; URL: http://business-navigator.ks.ua/journals/2025/78_2025/43.pdf.
19. Makatora, D. A., Kubanov, R. A., Kulikov, O. P. (2025). Successful Personal Selling as an Indicator of Professional Activity Effectiveness of an Architectural and Construction Company Manager in the Context of Marketing Complex Transformation. *Ekonomika: realii chasu*, no. 1 (77), pp. 38–46. DOI: <https://doi.org/10.15276/ETR.01.2025.5>; URL: <https://economics.net.ua/files/archive/2025/No1/38.pdf>.
20. Yashchenko, O., Makatora, D., Kubanov, R. (2024). Algorithm for resolving conflicts with clients by managers of architectural and construction companies. *Naukovyi visnyk Uzhhorodskoho natsionalnoho universytetu*. Seria: Mizhnarodni ekonomichni vidnosyny ta svitove hospodarstvo, vol. 52, pp. 212–219. DOI: <https://doi.org/10.32782/2413-9971/2024-52-33>; URL: http://www.visnyk-econom.uzhnu.uz.ua/archive/52_2024ua/35.pdf.
21. Kubanov, R. A., Makatora, D. A., Yashchenko, O. F. (2024). Motivational Mechanism of an Architectural and Construction Manager's Activity. *Biznes Inform*, no. 8, pp. 399–412. DOI: <https://doi.org/10.32983/2222-4459-2024-8-399-412>; URL: https://www.business-inform.net/export_pdf/business-inform-2024-8_0-pages-399_412.pdf.

НЛП-КОМУНІКАЦІЯ В ПРОФЕСІЙНОЇ ДІЯЛЬНОСТІ МЕНЕДЖЕРА АРХІТЕКТУРНО-БУДІВЕЛЬНОЇ КОМПАНІЇ

МИХАЛКО Анастасія¹, КУБАНОВ Руслан², МАКАТЬОРА Дмитро³

¹Київський національний університет технологій та дизайну

²Відокремлений структурний підрозділ «Інститут інноваційної освіти Київського національного університету будівництва і архітектури»

³Національний технічний університет України «Київський політехнічний інститут імені Ігоря Сікорського»

У науковій праці досліджено особливості застосування НЛП-комунікації в професійній діяльності менеджера архітектурно-будівельної компанії. Обґрунтовано актуальність використання технік рапорту для ефективної взаємодії з різними професійними групами в умовах трансформації будівельної галузі. Проаналізовано теоретичні засади НЛП-підходів та їх практичне застосування в управлінській діяльності. Розглянуто основні елементи рапорту: невербальне віддзеркалювання, вербальне віддзеркалювання, емоційну синхронізацію та підлаштування до цінностей співрозмовника. Детально описано техніки встановлення рапорту, включаючи кросвер-віддзеркалювання та калібрування. Проведено аналіз наукових досліджень вітчизняних та зарубіжних вчених щодо застосування НЛП-технік у професійній комунікації та управлінській діяльності. Представлено практичні приклади застосування НЛП-технік у різних

комунікативних ситуаціях архітектурно-будівельної компанії: при спілкуванні з замовниками, архітекторами, будівельниками, постачальниками, інвесторами та проектною командою. Запропоновано систему практичних рекомендацій щодо впровадження НЛП-комунікації в управлінську практику, що включає діагностику комунікативного середовища, формування комунікативних протоколів, розвиток командної взаємодії та управління конфліктами. Розроблено систему оцінки ефективності впровадження НЛП-підходів, яка базується на кількісних та якісних показниках, включаючи швидкість прийняття управлінських рішень, відсоток часно виконаних завдань, рівень задоволеності співробітників та якість міжвідомчої взаємодії. Особливу увагу приділено дослідженню впливу НЛП-технік на підвищення ефективності проектного управління та оптимізацію бізнес-процесів в архітектурно-будівельній компанії. Проаналізовано специфіку застосування різних комунікативних стратегій залежно від професійного профілю співрозмовника та контексту взаємодії. Визначено ключові фактори успіху при впровадженні НЛП-підходів у корпоративну культуру організації. Розглянуто особливості адаптації комунікативних підходів до специфіки різних відділів: від проектного бюро до виробничих підрозділів, від фінансового сектору до клієнтського сервісу. Досліджено вплив цифрової трансформації на комунікативні процеси та запропоновано шляхи інтеграції НЛП-технік у сучасні комунікаційні платформи. Результати дослідження демонструють, що використання технік рапорту дозволяє значно покращити якість комунікації, знизити конфліктність, підвищити мотивацію команди та оптимізувати процеси реалізації будівельних проектів. Практичне значення отриманих результатів полягає в розробці системи рекомендацій для впровадження НЛП-технік у щоденну практику управління архітектурно-будівельною компанією, що створює основу для підвищення загальної ефективності управління та зміцнення конкурентних позицій організації на ринку. Запропоновано механізми моніторингу та оцінки ефективності комунікативних процесів через систему KPI та регулярні опитування, а також розроблено підходи до формування системи кризового менеджменту та стратегічної комунікації.

Дослідження має теоретичне та практичне значення для розвитку управлінської науки та практики в будівельній галузі, пропонуючи інноваційні підходи до організації комунікативних процесів та підвищення ефективності управління будівельними проектами.

Ключові слова: НЛП-комунікація, рапорт, менеджмент, архітектурно-будівельна компанія, віддзеркалювання, емоційна синхронізація, управління комунікацією.