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DEVELOPING AND APPLYING COMMUNICATIVE NLP RAPPORT IN THE MANAGERIAL PRACTICE OF PUBLISHING AND PRINTING COMPANIES: A METHODOLOGICAL PERSPECTIVE

MAKATORA Alona¹, MAKATORA Dmytro², KUBANOV Ruslan³

¹ National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute»

<https://orcid.org/0000-0001-9373-5169>

e-mail: alona.makatora@gmail.com

² National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute»

<https://orcid.org/0000-0002-1909-900X>

e-mail: makatora_d@ukr.net

³ Separate 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.com

The article examines the methodology for the formation and application of communicative NLP rapport as a tool for enhancing the effectiveness of a manager's professional activity in a publishing and printing company. The relevance of the study is determined by the growing need to improve managerial communication in the context of a dynamic production environment, where the quality of interpersonal interaction directly influences project outcomes, customer loyalty, and staff motivation. The study analyzes contemporary scientific sources that highlight the role of rapport as a technique for building trust, emotional connection, and alignment in managerial practice. Particular attention is paid to neuro-linguistic programming (NLP) as a methodological foundation for developing the communicative competence of managers. The key NLP rapport techniques – mirroring, calibration, pacing, and reframing – have been identified, along with their adaptation to the specifics of the publishing and printing sector. It is noted that in the professional activity of a manager in a publishing and printing company, communicative NLP rapport can be effectively applied in a number of typical situations. For example, during the coordination of a technical layout with a designer, when it is important to quickly establish emotional contact and avoid conflicts. In communication with a dissatisfied client, rapport enables the reduction of tension and redirects the dialogue into a constructive channel. During coordination between the printing department and the editorial office, rapport techniques facilitate the precise transmission of instructions and reduce the number of revisions. In internal meetings, rapport helps the manager create an atmosphere of trust, which enhances motivation and team engagement. The article proposes an original model for implementing communicative NLP rapport, which includes staff training stages, the development of internal checklists, the use of a communication effectiveness assessment matrix, and regular coaching sessions. Economic efficiency modelling of the methodology implementation has been carried out, demonstrating a reduction in losses due to communication errors, shorter order coordination times, increased repeat client requests, and improved emotional climate within the team. The results of the study confirm the feasibility of integrating communicative NLP rapport into the system of professional training for managers, as well as into internal standards of personnel management and customer service. The proposed methodology can be adapted to other sectors of small business where interpersonal communication is a critical success factor. The article has practical value for executives, HR specialists, business trainers, and scholars who explore the humanistic aspects of management.

Keywords: communicative rapport, neuro-linguistic programming (NLP), professional communication, management in the publishing and printing industry, emotional intelligence, managerial interaction, customer loyalty, interpersonal trust, communication effectiveness, managerial process modelling.

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INTRODUCTION

The relevance of the study of the methodology for forming and applying communicative NLP rapport in the professional activity of a manager in a publishing and printing company is determined by several important aspects that shape the effectiveness of managerial processes in contemporary conditions.

Firstly, in the context of high competition in the publishing and printing market, the success of a company largely depends on the ability of its managers to establish productive communication with clients, partners, and colleagues. NLP (neuro-linguistic programming) offers tools for improving communication skills, enabling managers to better understand the needs and desires of their interlocutors.

Secondly, the formation of NLP rapport can significantly influence the level of trust that clients and partners place in the company. In the publishing and printing industries, where large financial transactions frequently occur, trust is a key factor in successfully closing deals. The use of NLP techniques helps managers create an atmosphere of mutual understanding, which, in turn, contributes to strengthening business relationships.

The third aspect is that, in the conditions of a rapidly changing market, managers must be able to adapt their communication strategies to different types of clients. NLP rapport allows them to quickly find common ground with diverse categories of consumers, thereby enhancing sales effectiveness and supporting business development.

The fourth factor is the need to improve managers' communicative competence in connection with the development of new technologies in the publishing and printing sector. NLP methodologies can serve as a basis for staff training, enabling adaptation to new working conditions and ensuring a high level of customer service.

The fifth aspect is the importance of psychological comfort in the workplace. The use of NLP techniques in communication can reduce stress levels among employees, improve the overall atmosphere within the team, and contribute to increased productivity. This is especially important for managers, who must lead teams and sustain their motivation.

The sixth aspect is that, under conditions of globalization and international competition, managers of publishing and printing companies increasingly face the need to negotiate with foreign partners. NLP rapport can become an important tool for overcoming cultural barriers and promoting effective communication.

The seventh factor is the use of NLP methodologies to develop leadership qualities in managers. An effective leader must be able to establish contact with the team, motivate it, and guide it towards the achievement of common goals. NLP fosters the development of these skills, which positively influences the overall productivity of the company.

The eighth aspect of the relevance of the study lies in the fact that, under conditions of constant changes in consumer behaviour, managers must be prepared for new challenges. NLP methodologies make it possible to better understand these changes and adapt the company's strategies in accordance with market needs.

The ninth aspect is that the formation of NLP rapport can be useful not only in external communications but also in internal ones. Managers who are able to communicate effectively with their subordinates can ensure higher levels of employee engagement and satisfaction.

Finally, the tenth aspect is that the study of NLP methodologies in the professional activity of managers can serve as a foundation for further scientific developments in this field. This opens new prospects for exploring the impact of communicative strategies on the effectiveness of managerial processes in the publishing and printing industry.

LITERATURE REVIEW

In recent years, there has been a growing scholarly interest in the issues of communication management in the professional environment, particularly in the context of interpersonal interaction, emotional intelligence, and the application of neuro-linguistic programming (NLP). Research in the fields of management, psychology, pedagogy, and business communication confirms that effective communication is a key factor in the successful management of projects, teams, and client relations.

In particular, the work of A. Zeffass, D. Verčič, and H. Nothhaft [9] considers strategic communication management as a systemic process that includes trust-building, reputation management, and the integration of internal and external channels. L. R. Men and S. A. Bowen [10], in their meta-analysis, demonstrate that high-quality internal communication directly correlates with employee engagement, which is particularly relevant for small manufacturing companies.

In the field of NLP methodologies, P. Tosey and J. Mathison [3] analyze the application of rapport techniques, reframing, and behaviour modelling in business communication, emphasizing their role in the development of leadership competencies. C. Flückiger, A. Del Re, and B. Wampold [7] demonstrate that the quality of rapport between participants in professional interaction is one of the strongest predictors of collaborative effectiveness.

Particular attention should be paid to the publication by A. Mykhalko, R. Kubanov, and D. Makatora [19], which examines the concept of neuro-linguistic programming as a tool for professional communication of project managers in the field of architecture and construction. The authors propose a model that combines NLP techniques with cultural and linguistic adaptation, which may also be relevant to the publishing and printing context.

Thus, contemporary research confirms the relevance of integrating communicative NLP rapport into the professional activity of managers. This not only makes it possible to optimize coordination, management, and motivation processes but also to foster a culture of trust, openness, and ethical leadership in a dynamic production environment.

MAIN PART

Methodological basis of the study. The study is based on an interdisciplinary approach combining elements of management science, communication psychology and neuro-linguistic programming (NLP),

as well as the specifics of the publishing and printing sector. This approach makes it possible to view the manager's professional communication not only as functional interaction but also as a process of building trust, motivation, and ethical leadership.

The following methods were applied in the study:

- Analysis of scientific sources was used to examine contemporary concepts of communicative management, NLP techniques, and rapport practices in the business environment.
- Content analysis of publications was used to identify key trends in the use of rapport in managerial activity, particularly in small manufacturing companies.
- Modelling of managerial situations was used to test rapport techniques in typical production scenarios (e.g. layout coordination, client interactions, internal coordination).
- SWOT analysis was used to assess the strengths and weaknesses of implementing communicative NLP rapport, as well as the opportunities and risks in the context of industry-specific conditions.

The theoretical foundation of the study consists of the works of A. Zerfass [9], P. Tosey [3], J. Norcross [4], and other authors who explore communication as a strategic resource of management. The practical component of the study is based on real cases from the activities of small publishing and printing companies, which ensures the applied value of the results obtained.

Thus, the research methodology provides a comprehensive perspective on the problem, allows for the integration of humanistic, technological, and managerial aspects of communication, and contributes to the development of tools aimed at enhancing the effectiveness of a manager's professional activity.

The purpose of the study is the scientific substantiation, development, and testing of a methodology for the formation and application of communicative NLP rapport in the professional activity of a manager in a publishing and printing company, with the purpose of improving managerial communication, optimizing internal interaction, enhancing customer service, and fostering a culture of trust in a dynamic production environment.

Presentation of the main research material. Several directions need to be defined in contemporary research. For the functioning of a company, the following aspects are of significance: models of communication planning, the role of the communication director, and the integration of PR and internal communication [9]; the connection between the quality of internal communication and the level of employee engagement, in particular the role of transparency, two-way dialogue, and trust [10]; the impact of communicative competence on leadership effectiveness, including the analysis and use of communication styles, emotional intelligence, and adaptability [11]; the application of crisis communication strategies in business, including response models and reputation management [12]; the influence of digitalization on business communication [13]; and a new approach to communication management and the development of communicative competence of managers in publishing and printing companies. Under modern competitive conditions, where the market is constantly changing, it is important for managers to interact effectively with their team, clients, and suppliers. This ensures not only increased efficiency for the company but also the creation of a sustainable competitive advantage in a dynamic business environment [14–18].

The use of NLP techniques, in particular rapport, is an essential part of this new approach to contemporary communicative management within enterprises. The "rapport" technology in neuro-linguistic programming (NLP) is a key element for effective communication. Rapport, which signifies harmonious relationships and mutual understanding between interlocutors, facilitates the establishment of trust and openness in communication. In conflict situations, creating rapport becomes especially important, as it enables the reduction of tension and fosters constructive dialogue.

Rapport is formed through pacing, which means adapting one's non-verbal and verbal behavior to that of the interlocutor. This may include:

- Mirroring gestures and facial expressions: non-verbal signals such as posture, gestures, and facial expressions can be adjusted to reflect the behavior of the interlocutor. For example, if the interlocutor is sitting in a relaxed posture, you may adopt the same position, which creates a sense of similarity.
- Reflecting the tone of voice: adapting to the timbre and pace of the interlocutor's speech helps to create a sense of comfort. If your interlocutor speaks slowly and softly, adjusting your tone to a similar manner can help reduce tension.
- Using shared terminology: employing words and phrases that the interlocutor perceives as understandable and acceptable fosters a sense of mutual understanding [3–5, 19]. For more details, see Table 1.

Table 1

Application of the “rapport” technique

Element of pacing	What it means	Example	How to practice
Mirroring gestures and facial expressions	Aligning posture, movements, and facial expressions with the behaviour of the interlocutor	The interlocutor crosses their arms – you almost imperceptibly copy this gesture	Observe people in conversations (even in films) and practice light “mirroring” in front of a mirror or with a partner
Reflecting the tone of voice	Adjusting to the timbre, intonation, and pace of speech	A person speaks calmly and slowly – you respond in a similar tempo	Read aloud at different speeds and intonations; practice adjusting to the interlocutor in everyday conversations
Using shared terminology	Employing familiar and understandable words and expressions	Communicating with a doctor, use medical terms	Before a meeting, study the vocabulary of the topic; practice “entering” into professional or specialized language
Repeating key words	Lightly echoing phrases of the interlocutor to confirm attention	"What you're saying is that this detail is important for accuracy, right?"	Write down key words from conversations and try inserting them into replies; practice with a partner or colleague
Maintaining eye contact	Creating a sense of interest and trust	Looking at a person while they are speaking	Maintain eye contact for 3-5 seconds without seeming intrusive; use during dialogues and practical tasks
Leaning the body forward	A physical signal of interest	A slight forward lean during important moments of the conversation	While listening to a story, consciously try to change body position; practice with a partner
Breathing synchronization	Adjusting to the rhythm of the interlocutor's breathing	Breathing at the same pace	Meditative paired exercises: listen to the other person's breathing and subtly synchronize with it
Supportive verbal signals	Short sounds/words that indicate listening	"Yes," "I see"	Insert 1-2 neutral confirming words into conversations; record your dialogue to hear how it sounds
Demonstration of shared experience or values	Voicing what unites you	"I've gone through that too"	Prepare a few “bridges” – stories or facts about yourself that can be easily adjusted to the topic
Positive facial expression and smile	Reinforcing a sense of friendliness	A benevolent smile during dialogue	Practice smiling in front of a mirror; observe how it influences people's reactions

Source: compiled by the authors

The analysis of Table 1, which presents the elements of the “rapport” technique, demonstrates the importance of communicative skills for a manager in a publishing and printing company. In this industry, where successful interaction with clients, partners, and teams is a decisive factor in achieving business goals, the use of these strategies can significantly increase managerial effectiveness.

1. Mirroring gestures and facial expressions: this element helps create a sense of closeness and understanding between the manager and the interlocutor. In the publishing sector, where emotional contact can influence cooperation decisions, the ability to subtly mirror gestures can enhance trust and comfort in communication.

2. Reflecting the tone of voice: a manager who can adapt their timbre and intonation to the interlocutor creates a more favorable atmosphere for negotiations. This is particularly important when discussing cooperation terms with clients or partners, as it helps to avoid misunderstandings and achieve consensus.

3. Using shared terminology: in the publishing and printing field, the use of specialized terminology demonstrates the manager's professionalism. Knowledge of industry-specific terms helps establish authority and improves communication with clients, who may themselves be professionals in the field.

4. Repeating key words: applying this technique allows the manager to confirm attentive listening and understanding of the interlocutor's needs. This can be critical when discussing projects, where specific details may affect the outcome.

5. Maintaining eye contact: maintaining eye contact during communication fosters a sense of trust. In business negotiations within the publishing and printing industry, where trust is a vital factor, eye contact can strongly influence success.

6. Leaning the body forward: this physical signal demonstrates the manager's interest in the conversation, which may encourage the interlocutor to share more information. In negotiations, this can be useful for uncovering important details.

7. Breathing synchronization: although this may seem unusual, the ability to synchronize breathing with the interlocutor can create a deeper level of connection. This is especially important during negotiations conducted in stressful circumstances.

8. Supportive verbal signals: the use of short confirming words demonstrates active listening and interest in the conversation. For a publishing and printing manager, this can contribute to building more open and productive client relationships.

9. Demonstrating shared experience or values: the ability to identify common ground can strengthen the relationship between the manager and the client, creating a sense of unity. This is particularly relevant when discussing projects, as it shows that the manager understands the client's needs and values.

10. Positive facial expressions and smiles: a friendly smile can significantly improve the communication atmosphere by reducing tension. A manager who effectively uses positive facial expressions can create a more comfortable environment for discussing important issues.

Therefore, the use of the "rapport" technique in the professional activity of a manager in a publishing and printing company is an essential factor that contributes to effective communication, trust-building, and successful business performance. Integrating these elements into daily practice can significantly enhance professional outcomes and the manager's competitiveness in the industry.

Let us present several examples of situations in which a manager of a publishing and printing company can use communicative NLP rapport to increase the effectiveness of interaction:

1. Negotiations with a client:
 - Situation: the manager negotiates with a potential client about the terms of printing a new book.
 - Use of NLP rapport: the manager mirrors the client's gestures and facial expressions to create an atmosphere of trust. For example, if the client crosses their arms, the manager may subtly do the same, demonstrating understanding.
2. Presentation of new products:
 - Situation: the manager presents a new line of printing services at an exhibition.
 - Use of NLP rapport: during the presentation, the manager uses shared terminology familiar to the audience (for example, terms from design or printing), which helps to attract attention and engage listeners.
3. Conflict with a partner:
 - Situation: the manager encounters a conflict with a supplier due to delays in the delivery of materials.
 - Use of NLP rapport: the manager maintains eye contact and uses supportive verbal signals (e.g., "Your position is something I am aware of") to show that they are listening and taking the partner's views into account, which can help resolve the conflict.
4. Team training:
 - Situation: the manager conducts training for new employees to improve communication skills.
 - Use of NLP rapport: the manager demonstrates NLP rapport elements in practice, for instance, by mirroring the tone of voice and maintaining eye contact to create an open learning atmosphere.
5. Project discussion with the team:
 - Situation: the manager holds a meeting with the team to discuss a new project.
 - Use of NLP rapport: the manager actively listens to team members, repeats their key words, and demonstrates shared experience to encourage active participation in the discussion.
6. Client feedback:
 - Situation: the manager receives feedback from a client after project completion.
 - Use of NLP rapport: the manager uses supportive verbal signals to show interest in the client's opinion and repeats key points to confirm that the feedback has been correctly understood.
7. Networking at an industry conference:
 - Situation: the manager attends a conference to establish new business contacts.
 - Use of NLP rapport: the manager leans slightly forward when communicating with new contacts to demonstrate interest in the conversation and actively listens while maintaining eye contact.
8. Communication with journalists:

- Situation: the manager answers journalists' questions during a press conference.
 - Use of NLP rapport: the manager uses positive facial expressions and a smile to create a friendly atmosphere and encourage journalists to ask more questions.
9. Problem-solving with a client:
- Situation: a client is dissatisfied with the quality of the completed work.
 - Use of NLP rapport: the manager repeats the client's key words to confirm understanding of the concerns and demonstrates readiness to solve the problem, which helps reduce tension in the conversation.
10. Attracting new clients:
- Situation: the manager makes cold calls to attract new clients.
 - Use of NLP rapport: the manager adapts their tone of voice and speech pace to match the interlocutor, creating a comfortable atmosphere and increasing the chances of a successful deal.

These examples demonstrate how a manager in a publishing and printing company can effectively use elements of NLP rapport to improve communication and achieve professional goals.

For the effective development of rapport-building skills, managers can use a special training methodology that consists of several important stages. This methodology, developed by us on the basis of the research of R. Tosey, J. Mathison [3], J. Norcross, B. Wampold [4], R. Dilts, and T. Hallbom [5], can be implemented as a follow-up task after specialized training or coaching sessions, as analyzed in detail in the study by E. de Haan and J. Gannon [6], in order to help participants consolidate the knowledge acquired in practice (see Table 2).

It should be noted that the mini-plan of daily exercises for practicing pacing and rapport-building is designed to develop key communication skills that are critically important for the successful work of a manager in a publishing and printing company. This plan includes a variety of exercises focusing on the use of non-verbal and verbal techniques that foster effective interaction with clients, partners, and colleagues. Regular practice of these exercises allows the manager to improve their ability to engage in active listening, adapt to the communication style of interlocutors, and create emotional connections that strengthen professional relationships.

By performing these exercises daily, the manager develops confidence in their communication skills, which in turn increases the effectiveness of their work. The application of pacing techniques not only improves the quality of communication but also makes it possible to better understand client needs, which is essential for achieving success in the publishing and printing sector. The following section presents a mini-plan with specific exercises for each day of the week.

Table 2

Mini-plan of daily exercises for practicing pacing and rapport-building.

Day	Exercise	How to perform
Monday	Mirror of emotions	In front of a mirror, choose 3-4 emotions (joy, surprise, interest, calmness) and reproduce the facial expressions, focusing on naturalness and smoothness.
Tuesday	Intonational camouflage	Listen to a short conversation or interview fragment and try to repeat the pace, intonation, and loudness as closely as possible.
Wednesday	Soft contact	During a conversation, maintain eye contact for 3-5 seconds, then briefly avert your gaze to make it appear natural.
Thursday	Key words	In communication, memorize 2-3 important words of the interlocutor and insert them into your response to emphasize attentiveness.
Friday	Synchronous breathing	In conversation, pay attention to the rhythm of the person's breathing and gently adapt to it; you can also practice with a video or podcast.
Saturday	Gesture-mirroring	In an everyday dialogue, select 1-2 gestures of the interlocutor and repeat them with a short delay of a few seconds.
Sunday	Topic for connection	Start a conversation with a new person, find at least one shared trait or interest, and articulate it aloud.

Source: compiled by the authors

The analysis of Table 2, which presents a mini-plan of daily exercises for practicing pacing and rapport-building, demonstrates the importance of communication skills training for a manager in a publishing and printing company. Each exercise in this plan contributes to the development of key competencies necessary for effective professional activity. Let us consider the significance of each exercise in the context of a manager's work.

Monday. Mirror of emotions:

- Significance: the ability to reproduce different emotions and facial expressions helps the manager better understand the emotional state of the interlocutor. This is important during negotiations, when it is necessary to interpret clients' or partners' reactions.
- Implementation: practicing in front of a mirror provides feedback on one's facial expressions and emotions, helping to increase confidence in communication.

Tuesday. Intonational camouflage:

- Significance: the ability to adapt intonation, speech pace, and volume to the interlocutor can significantly improve communication. It shows that the manager is actively listening and willing to adjust to the client's communication style.
- Implementation: repeating fragments of conversation helps develop voice mirroring skills, which facilitates rapport-building.

Wednesday. Soft contact:

- Significance: maintaining eye contact is critically important for building trust. A manager who can sustain eye contact demonstrates interest in the conversation.
- Implementation: practicing this exercise in everyday conversations helps the manager become more confident when communicating with clients and partners.

Thursday. Key words:

- Significance: incorporating the interlocutor's key words into responses shows that the manager is listening attentively and values the other person's opinion. This strengthens rapport.
- Implementation: memorizing and using important words increases communication effectiveness, which is essential for successful negotiations.

Friday. Synchronous breathing:

- Significance: adapting to the interlocutor's breathing rhythm can create a deeper emotional connection. This may be especially useful during difficult negotiations or conflicts.
- Implementation: this exercise can be performed not only in live conversation but also while listening to podcasts or videos, enabling practice in different contexts.

Saturday. Gesture-mirroring:

- Significance: repeating the interlocutor's gestures helps create a sense of understanding and closeness. This may be beneficial during business meetings or project discussions.
- Implementation: performing this exercise in everyday dialogue develops sensitivity to non-verbal signals, which is crucial in professional communication.

Sunday. Topic for connection:

- Significance: the ability to find common interests with new people can help the manager expand their network and strengthen business relationships.
- Implementation: this exercise supports the development of relationship-building skills, which are critically important for successful work in the publishing and printing sector.

Thus, the daily exercises presented in the table contribute to the development of communication skills that are critically important for the work of a manager in a publishing and printing company. By developing these skills, the manager can improve interaction with clients, partners, and the team, which ultimately leads to increased company performance. Regular implementation of these exercises helps the manager become more confident and successful in their professional activity.

We agree with C. Flückiger and B. Wampold that NLP approaches are essential tools for building trust, particularly between managers and the company's clients [7]. Trust-building mechanisms emphasize the importance of empathy, active listening, and psychological safety for transformative dialogue [1]. The application of NLP techniques is no longer limited to psychotherapy, particularly rapport, calibration, and pacing [2]. P. Tosey and J. Mathison convincingly demonstrate the effectiveness of rapport techniques, reframing, and behavior modelling in the context of leadership, negotiations, and personnel management [3]. Rapport, as a key element of effective communication, has particular significance in the context of intercultural coaching. In a globalized world, where managers of publishing and printing companies often interact with partners and clients from different cultures, the ability to establish rapport becomes critically important for successful professional activity. The use of rapport techniques adapted to the specifics of different cultures not only improves the quality of professional interactions but also contributes to the successful development of international business. Understanding and considering cultural differences is the key to creating strong and productive business relationships in a global context [8].

A very important issue concerns the evaluation process. The specifics of the matrix are presented in Table 3.

Table 3

Matrix for assessing the effectiveness of rapport use

Criterion	Description	Evaluation indicators	Level of effectiveness
1. Trust in communication	Depth of interpersonal contact, openness, honesty	Frequency of feedback, willingness to engage in dialogue	Low / Medium / High
2. Emotional sensitivity	Ability to recognize and consider the emotions of the interlocutor	Ability to respond to non-verbal signals, tone, pauses	Low / Medium / High
3. Communication alignment	Harmony between verbal and non-verbal elements	Absence of conflicting interpretations, clarity of messages	Low / Medium / High
4. Speed of establishing contact	Time required to transition to trusting communication	Number of meetings before openness appears	Slowly / Moderately / Quickly
5. Effectiveness of managerial actions	Quality of decision-making, level of team coordination	Number of repeated instructions, speed of task execution	Low / Stable / High
6. Motivation and engagement	Internal team activity, initiative	Frequency of independent suggestions, team's emotional background	Passive / Active / Proactive
7. Intercultural adaptability	Ability to establish rapport in different cultural contexts	Ability to take into account cultural features, avoidance of barriers	Limited / Flexible / High
8. Integration of NLP techniques	Use of mirroring, calibration, and pacing in daily practice	Frequency of application, naturalness of techniques	Occasional / Conscious / Intuitive

Source: compiled by the authors

Methodological recommendations for the matrix of rapport effectiveness assessment

1. Purpose of using the matrix.

The matrix is intended for:

- self-assessment of a manager's level of communicative effectiveness;
- diagnostics of team interaction;
- the development of individual trajectories of professional growth;
- integration of rapport into managerial practices (negotiations, facilitation, coaching).

2. Format of application.

- Individually: the manager evaluates themselves against each criterion, recording the level of manifestation (e.g., on a 1–3 or 1–5 scale).
- In the team: participants evaluate interaction with the manager, which makes it possible to identify areas of trust or tension.
- In dynamics: the matrix is used repeatedly at certain intervals (monthly, quarterly) to track changes.

3. Interpretation of results.

- Low level: indicates the need for developing communicative sensitivity, emotional intelligence, and NLP techniques.
- Medium level: points to stable interaction but with potential for deeper contact.
- High level: demonstrates the effective use of rapport as a managerial resource.

It is recommended not only to record the level but also to analyze the causes: what facilitates or hinders effective rapport.

4. Practical tools for development.

For each criterion, corresponding methods may be suggested:

- Trust → active listening, open questions, honest feedback.
- Emotional sensitivity → daily reflection, "emotional mirror" technique.
- Alignment → training in non-verbal communication, calibration.
- Intercultural adaptability → studying cultural codes, practicing empathy.
- Integration of NLP → pacing, modelling, reframing in daily dialogues.

5. Recommendations for educational or training contexts.

- Use the matrix as part of a course on emotional intelligence, leadership, or communication management.

- Combine it with role plays, case studies, and reflective essays.
- Develop individual growth maps based on evaluation results.

6. Ethical aspects.

- Assessment must be voluntary and confidential.
- It is important to avoid comparisons between participants – the focus should be on personal growth.
- Rapport is not a manipulation technique but a tool of trust, respect, and humanity.

Thus, the matrix for assessing the effectiveness of rapport use is an important tool for a manager in a publishing and printing company, as it allows for the systematization and analysis of key communication parameters within the team and with clients. Building trust, emotional sensitivity, communication alignment, and speed of contact establishment are critically important for successful business management in this sector. A high level of trust fosters openness in communication, which in turn increases the effectiveness of managerial decisions and team performance. Equally important are employee motivation and engagement, as an active team is ready for new initiatives and proposals, which can significantly influence innovation and the competitiveness of the company's products. Furthermore, a manager's intercultural adaptability is critically important in a globalized business environment, where interaction with partners from different cultural contexts may become both a challenge and an opportunity for development.

The integration of NLP techniques into the daily practice of a manager makes it possible to increase the level of communicative competence, ensuring more effective interaction with clients and the team. The use of mirroring, calibration, and pacing becomes not only a tool for achieving goals but also a guarantee of successful business relationship development in the publishing and printing industry. In our view, regular evaluation using the proposed matrix allows managers to identify weaknesses in communication in a timely manner and adapt their strategies, which contributes to improving the overall efficiency of company performance.

Recommendations for the implementation of communicative NLP rapport in the activities of a publishing and printing company

1. Create an internal model of communicative rapport:
 - Develop a corporate concept of rapport as a tool of trust, adaptation, and influence.
 - Define key elements: mirroring, calibration, pacing, reframing.
 - Take into account the specifics of the publishing and printing process: multi-stage nature, creativity, technical accuracy.
2. Conduct training for managers in the basics of NLP communication:
 - Organize training on emotional intelligence, non-verbal sensitivity, and active listening techniques.
 - Include rapport-building practice in various contexts: negotiations, team management, client relations.
 - Use cases from the real production environment (e.g., coordination between designer and printer).
3. Integrate rapport into daily managerial practice:
 - Apply rapport techniques in daily meetings, briefings, and feedback sessions.
 - Develop checklists for managers: how to establish contact, how to adapt communication style, how to interpret emotional signals.
 - Use rapport as a facilitation tool in interdepartmental communication.
4. Evaluate effectiveness through the rapport matrix:
 - Implement regular self-assessment and team evaluation of the level of communicative interaction.
 - Define KPIs: trust level, speed of conflict resolution, quality of feedback, staff motivation.
 - Use results to adjust management style and develop soft skills.
5. Adapt rapport to intercultural and creative contexts:
 - Take into account cultural characteristics of clients, partners, designers, and editors.
 - Develop flexibility in communication style – from technical to emotionally creative.
 - Use NLP as a bridge between production logic and the language of inspiration.
6. Foster a culture of trust and openness:
 - Encourage managers to engage in sincere, informal communication based on respect and empathy.
 - Introduce the practice of a “communicative mirror” – where each employee sees themselves reflected in the manager's interaction style.
 - Create an environment where rapport is not just a technique but a mindset.

Economic efficiency of rapport technique implementation. The methodology was introduced into the activities of the advertising agency Berberis-M, Kharkiv (Figures 1 and 2). Context: a small publishing and printing company, staff – 25 employees, average monthly order volume – 300,000 UAH, average order fulfillment period – 7 days.

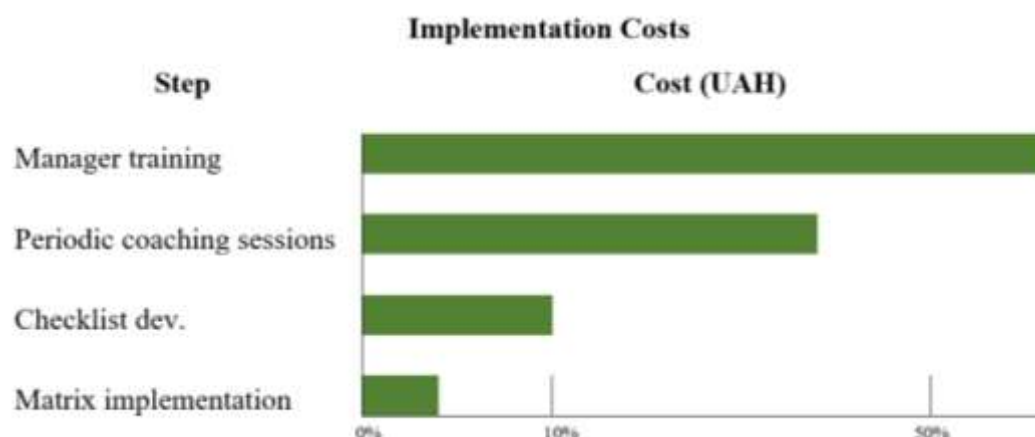


Fig. 1. Implemented measures on NLP rapport in the activities of the advertising agency Berberis-M

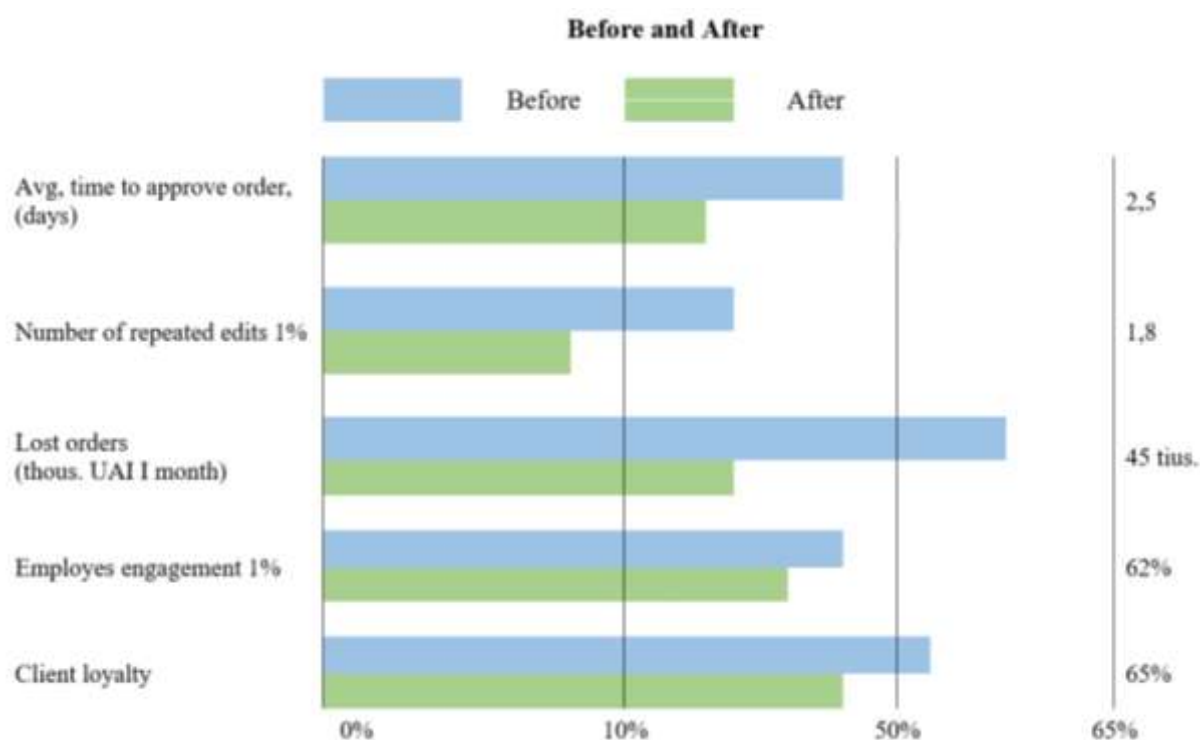


Fig. 2. Results before and after the implementation of NLP rapport in the activities of the advertising agency Berberis-M

Summary economic benefit: reduction of losses due to communication errors: $\approx 90,000$ UAH / quarter; increase in managers' productivity: $\approx 15-20\%$; growth of repeat orders: $\approx +50,000$ UAH / quarter; payback period of investments: $\approx 2-2.5$ months; annual savings/benefits: $\approx 400,000$ UAH.

Intangible effects: improvement of the emotional climate in the team; reduction of stress and conflict levels; enhancement of the company's reputation as a "human-centered brand"; formation of a culture of trust and openness.

Thus, the implementation of NLP rapport in the activities of the advertising agency Berberis-M in Kharkiv has the potential to significantly increase the effectiveness of communication and improve the overall results of the company's work. The reduction of losses due to communication errors by $\approx 90,000$ UAH per quarter indicates that the improvement of managers' communication skills can lead to substantial financial benefits. The increase in managers' productivity by $15-20\%$ will also positively affect the overall efficiency of the agency.

The growth of repeat orders by approximately +50,000 UAH per quarter is an important indicator of improved relationships with clients and confirms the success of the strategy aimed at building trust and openness in communication. The payback period of investments in the implementation of NLP rapport of ≈ 2 -2.5 months demonstrates quick results, making this initiative economically beneficial.

In addition to material benefits, intangible effects such as the improvement of the emotional climate in the team, the reduction of stress and conflict levels, the strengthening of the company's reputation as a "human-centered brand," and the formation of a culture of trust are highly significant for the long-term success of the agency. A favorable emotional climate and trust within the team contribute to the creation of a stable collective ready for innovation and new achievements.

In general, the implementation of NLP rapport in the activities of the advertising agency Berberis-M will not only ensure economic benefits (Figures 1 and 2) but also contribute to the creation of a positive working environment, which in turn will increase the agency's competitiveness in the market. This makes NLP rapport an important component of the company's development strategy, enabling it to reach new heights in its activities.

CONCLUSIONS.

Communicative NLP rapport is an effective tool for building trust, emotional contact, and alignment in the professional activity of a manager, especially in the multi-stage production process characteristic of the publishing and printing industry. The implementation of rapport techniques (mirroring, calibration, pacing, reframing) contributes to improving the quality of internal communication, reducing the number of conflicts, increasing employee motivation, and strengthening client loyalty. The methodology for forming communicative NLP rapport can be adapted to the specifics of small manufacturing companies, taking into account industry features, cultural context, and typical managerial situations. The economic efficiency of implementing the methodology is confirmed by the reduction of losses due to communication errors, the shortening of order coordination time, and the growth of repeat client requests, which ensures a rapid return on investment in staff training.

The results of the study confirm the feasibility of integrating NLP communication into the system of professional training for managers, as well as into internal standards of personnel management and customer service. Further research may focus on the development of industry-specific models of communicative rapport, the creation of training programs, and digital tools for real-time communication effectiveness assessment.

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МЕТОДИКА ФОРМУВАННЯ ТА ВИКОРИСТАННЯ КОМУНІКАТИВНОГО НЛП-РАПОРТУ В ПРОФЕСІЙНОЇ ДІЯЛЬНОСТІ МЕНЕДЖЕРА ВИДАВНИЧО-ПОЛІГРАФІЧНОЇ КОМПАНІЇ

МАКАТЬОРА Альона¹, МАКАТЬОРА Дмитро¹, КУБАНОВ Руслан²

¹ Національний технічний університет України «Київський політехнічний інститут імені Ігоря Сікорського»

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

У статті розглядається методика формування та використання комунікативного НЛП-рапорту як інструменту підвищення ефективності професійної діяльності менеджера видавничо-поліграфічної компанії. Актуальність дослідження зумовлена зростаючою потребою в удосконаленні управлінської комунікації в умовах динамічного виробничого середовища, де якість міжособистісної взаємодії безпосередньо впливає на результативність проєктів, клієнтську лояльність та мотивацію персоналу. У межах дослідження здійснено аналіз сучасних наукових джерел, що висвітлюють роль рапорту як техніки побудови довіри, емоційного контакту та узгодженості в управлінській практиці. Особливу увагу приділено нейролінгвістичному програмуванню (НЛП) як методологічній основі для формування комунікативної компетентності менеджера. Визначено ключові техніки НЛП-рапорту – дзеркалення, калібрування, підстроювання, рефреймінг – та їх адаптацію до специфіки видавничо-поліграфічної галузі. Зазначено, що в професійній діяльності менеджера видавничо-поліграфічної компанії комунікативний НЛП-рапорт може бути ефективно застосований у низці типових ситуацій. Наприклад, під час узгодження технічного макету з дизайнером, коли важливо швидко встановити емоційний контакт і уникнути конфліктів. У спілкуванні з клієнтом, який висловлює незадоволення, рапорт дозволяє знизити напругу та перенацілити діалог у конструктивне русло. Під час координації між відділом друку та редакцією – техніки рапорту сприяють точному передаванню інструкцій і зменшенню кількості правок. У внутрішніх нарадах – рапорт допомагає менеджеру створити атмосферу довіри, що підвищує мотивацію та залученість команди. У статті запропоновано авторську модель впровадження комунікативного НЛП-рапорту, яка включає етапи навчання персоналу, розробку внутрішніх чек-листів, використання матриці оцінки ефективності комунікації та періодичні коуч-сесії. Проведено моделювання економічної ефективності впровадження методики, що демонструє зменшення витрат через комунікаційні помилки, скорочення часу узгодження замовлень, зростання повторних звернень клієнтів та покращення емоційного клімату в команді. Результати дослідження підтверджують доцільність інтеграції комунікативного НЛП-рапорту в систему професійної підготовки менеджерів, а також у внутрішні стандарти управління персоналом і клієнтським сервісом. Запропонована методика може бути адаптована до інших галузей малого бізнесу, де міжособистісна комунікація є критичним чинником успіху. Стаття має прикладне значення для керівників, HR-фахівців, бізнес-тренерів та науковців, які досліджують гуманістичні аспекти управління.

Ключові слова: комунікативний рапорт, нейролінгвістичне програмування (НЛП), професійна комунікація, менеджмент у видавничо-поліграфічній галузі, емоційний інтелект, управлінська взаємодія, клієнтська лояльність, міжособистісна довіра, ефективність комунікації, моделювання управлінських процесів.