

Neurolinguistic Programming (NLP) and Transformational Leadership: A Conceptual Model for Malaysian Women Leader and Representative

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Received Date: 15/5/2015 Accepted Date: 1/7/2015 Published Date: 25/7/2015

Abstract

Well-known leaders are recognised as having immense influencing power and are successful in garnering the followers' trust and support by practicing functional communication techniques. This is applicable to women; ideal women leaders must have influencing capacity, however, the number of influential women leaders in Malaysian politics is lower due to the lack of tactical communicating skills. Women's representation is reported to be in transgressing condition, which is lower than the perceived 30% quota, while women leaders often occupied auxiliaries' roles. If the condition continues, they would face damaged reputation and loss of support and opportunity to become decision makers. Herewith, the researcher aims to boost women participation and instigate ideal representatives' criteria.

ISSN 1985-563X

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A qualitative research was done to propose a guide for women, entitled “Neurolinguistic Programming (NLP) and Transformational Leadership: A Conceptual Model for Malaysian Women Leader and Representative”. The research attempted to achieve three objectives; to identify NLP techniques that can be used by leaders, to determine the leadership attributes from the Transformational Leadership perspective, and to propose a conceptual model of “Malaysian Women Leader and Representative” based on NLP and Transformational Leadership elements. The research was done based on the belief in Phenomenological Epistemology, by conducting theoretical study on NLP and Leadership, and interviews with NLP practitioners. Consequently, the researcher proposed a conceptual model consisting of 14 NLP techniques and seven attributes of transformational leadership. The conceptual model will aid women leaders to acquire influencing power and guide them in cultivating people’s trust and support.

Keywords: *Malaysia Politics, NLP, NLP Techniques, Transformational Leadership, Transformational Leadership Dimensions, Women in Politics*

1.0 INTRODUCTION

Political warfare is defined as the use of soft power propaganda for the purpose of influencing the people of a nation, or, of other nations, to build constructive image of one party, while dehumanising other parties [1]. Unlike physical war which includes the use of artilleries, political warfare involves the use of words, remarks, opinions, or labels as influencing tools. Reviewing local political arena, Malaysian politics are facing various challenges which often concern on the encounter between two main political coalitions, Barisan Nasional (BN) and Pakatan Rakyat (PR). The encounter focuses on the effort to win the people’s trust and support, ranging from party fights for popularity and favouritism of candidates among the people, regardless of their political affiliation. In political warfare, popularity and favouritism bring advantages when eventually it helps to fish for the people’s votes.

In 2014, a new discussion surfaced upon an announcement made by the Deputy Prime Minister Tan Sri Muhyiddin Yassin stating that the government is mulling the creation of “30% Club” in order to increase women’s participation in decision making level [2]. The 30% participation of women was in compliance with the United Nation’s (UN) Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), signed by Malaysia in 1995. CEDAW’s provision, on the other hand, covers both private and public sector workplaces, including political arena. Contrary to the announcement, Malaysia faces the issue of low representation of women decision makers, which is only for about 10%. The transgressing condition sparked a discussion of whether women representatives chosen are not qualified enough for decision making level; and that the demand for women leaders is low.

Meanwhile, based on Malaysia’s report submitted to CEDAW in 2004, change is taking place, in which women are allowed to vote and exercise political interests. Nevertheless, the low number of women leaders shows the inadequacy of women representation. Therefore, the study focus on studying the traits that will help women candidates to gain people’s trust, while proposing a conceptual model combining the Neurolinguistic Programming (NLP) and Leadership perspective as the main components to tap on the interests of the people. In addition, the study is in line with the realisation of women’s political participation and its crucial benefits to women, which is according to [3]: “Political participation is a great deal for women; it offers women the potential gains of protests, mobilise around collective interests, and advocates policy processes regarding women’s issues. It also provides women with a type of political apprenticeship that enables them to recognise and communicate interests, build alliances, deal with differences, and learn approaches of cooperation and consensus-building to construct common projects.”

For both local and global levels, women’s leadership and political participation are reported to be limited. UN Women iterates that women are underrepresented as voters, while the number of women in higher

positions and decision making level are still insignificant. The women organisation discussed that this condition persists as women are subjected to several challenges in order to participate in political sphere, which include structural barriers through existing laws that are considered as discriminatory. Furthermore, institutions are still limiting women's options to run for office, while women are reported to less likely to own the resources needed to become leaders compared to their counterparts. Additionally, gender stereotypes are reported to lead women to be marginalised from politics, aside of the pressure women can get from the uneven effect of poverty.

On the other hand, regarding the discussion on the participation of women in the country, scholars reveal that women's emancipation is prevalent in 1970s during the years of Kaum Ibu (KI). At that time, women politicians are constantly subjected to stereotypes by both the media and public, which in turn hinder the credibility of female politicians as they are being presented discriminatorily [4, 5, 6, 7, 8, 9]. Albeit the KI was to be re-established as Wanita UMNO in 1971, [5] suggests that the positions of women in United Malay National Organisation (UMNO) in the parliament and state assembly were still less satisfactory. Furthermore, prior to the 13th General Election (GE13) in May 2013, it is reported that there were 45% female representatives in BN coalition, and that this still shows underprivileged participation and inclusion of women in the cabinet.

In addition, scholars acknowledge the perception that political sphere is still a male-dominated ground. With this, women are encouraged to secure equal and significant places in political parties, aside of being treated only as auxiliaries [10]. Past studies highlighted the low level of women political participation at the beginning of pre-independence time. In the meantime, women's participation is gradually increasing after several years, despite the dominance of male in political parties and the discriminating treatments women received and the minor roles they are assigned within political parties.

Examining women representatives in higher positions especially in decision making level, there are currently two female ministers among 33 members of strong cabinet; Minister in the Prime Minister's Department Datuk Nancy Shukri, and Women, Family and Community Development Minister Datuk Seri Rohani Abdul Karim. The underrepresentation of women leaders in decision making level must be solved in order to ensure that the "30% Club" can be achieved. The study focuses on the idea that women need to be given the opportunity to contribute to political health; to run for office, with the emphasis on equipping women leaders and representatives with the techniques and attributes that can enhance their influencing power and leadership. This objective is in line with the initial idea that leaders who equipped themselves with the techniques and attributes will successfully gain the people's trust and support.

1.1 Problem Statement

Successful leaders in the world are known to have influencing power and are thriving in gaining the followers' trust and support, as a result of exercising helpful communication techniques. This proposition is applicable to women, that ideal woman leader should also have the influencing capacity. However, the number of women leaders and representatives who are as influential are fewer, as they do not know the techniques to be so. If women leaders continue to neglect this, they will in turn jeopardise reputation and causing lower support, in spite of losing the opportunity to be in decision making positions. Therefore, the research is proposing a conceptual model, consisting of NLP techniques and transformational leadership attributes as a guide to gain trust and support from the people. The conceptual model proposed will assist women leaders and representatives to acquire the influencing power, thus, they will be able to cultivate people's trust and support.

1.2 Research Design: An Overview

The study is conducted by utilising qualitative research design and a phenomenological approach as the underlying strategy in collecting

intangible and qualified data. In addition, the study was done through Feminist Perspective, in which it concerns on the development of leadership skills by women leaders and representatives. As the study attempts to combine the techniques and attributes of influential leaders, a conceptual model comprising of the NLP techniques and attributes of transformational leaders is proposed. Consequently, two qualitative methods were conducted, which were theoretical study and in-depth interviews with chosen NLP professionals. In theoretical study, past literatures were synthesised and the components of the NLP and transformational leadership were extracted by gaining thematic answers. Afterwards, the data collected from theoretical study was validated by professionals through the interviews. The data was then merged into a conceptual model adapted to women politicians.

Ideal women leaders must have immense influencing capacity. However, this is hard to achieve when influential women leaders in the country are lower in number as a result of lack of tactical communicating abilities. Moreover, women's representation is reported to be in unsatisfactory condition, which is only about 10% participation, while women representatives are often being assigned to auxiliaries' roles. If women are underrepresented in political sphere, they would lose the opportunity to participate in decision making level, aside of losing the public's trust and support. Thus, the study is significant in boosting women's participation and establishes attributes of ideal representatives. Additionally, the study attempts to bring contribution to various parties, where it would yield a finding that can be used as a guide for soft skill instillation related to political branding. In fact, the guide would eventually helps in solving the problem of believability faced by the government's agency.

2.0 LITERATURE REVIEW

2.1 Women, Leadership, and Local Politics

Past literatures on women and leadership often revolve around stereotypes against women in the decision making positions. Women face the retaliation and discrimination as compared to men colleagues. The ill treatments are

ranging from gender prejudice, underrepresentation in legislation and higher position, and culturally perceived gender role. [11] suggests that when women seek for leadership roles, they are often ignored and not given the equal opportunity. This is even worse when employers tend to choose men who are equally capable or less qualified to be placed into leadership positions. In addition, women are criticised and challenged in order to prove the idea that women are incompetent compared to their male counterparts [12, 13, 14].

However, the idea of gender disparity and women being stereotyped in both politics and business are argued by [15, 16]. In her quantitative study on gender disparities in leadership, [15] finds that women are portrayed as equally competent and even more dedicated compared to male counterparts. Supplementary to this finding, [15] discovers that 62.5% of the respondents viewed that male executives give equitable hearing and involvement opportunities to women in decision-making boards. Meanwhile, in her 2014 quantitative study, [16] reports that stereotypes do not give significant effect to women performance and emotional reactions. She further states that gender stereotyping is not a major threat in leadership, as women are now acknowledged as efficient leaders.

The clash of ideas on stereotyping women in leadership has led to another discussion concerning on the reasons and challenges that women faced. The researcher indicates that women are now acknowledged as efficient, committed, emotionally intelligent, and proactive; this allows women to participate in managerial and decision making position. Women in decision making department are also envisioned to fight for and advocate women's rights, issues, and struggles - this is among the reasons why women are placed into the legislation. Meanwhile, women face the risk of conforming to the negative labelling in leadership. Taking into account the stereotypes that [15] explains in her study, the researcher suggests that women are subjected to the continuously imposed gender role.

The past literatures show that stereotype is resulting from two main grounds, which are the gendered perspective of leadership, and the perceived gender role passed through cultural construct. Consequently, the

researcher reviews and agrees that stereotyping is stemming from the bias imposed towards gender role. The society is observed as to assert 'gender' as a 'matter' that allows them to assign meaning to the daily purposes of a woman or a man, to explain the right way of how an individual should act, and to suggest how an individual could function better for the society. This biased gender role could be passed through generations and could be diluted into the leadership continuum. Gendered perspective in leadership continuum encumbers women participation in decision making positions, as it leads to a general stereotype that male counterparts are the epitome of successful leaders.

Additionally, past studies strengthen the idea that biased gender role affects women's participation in leadership and politics, in which the scholars note that sex stereotyping, is an attitudinal blockade that comes from the ideas about women's roles and functions that has been embedded into the culture. Stereotyping and labelling women with remarks are blended into out normative beliefs and actions, that these behaviours are hampering women's equality. [17,18, 3] point out that women should be given the opportunity to lead, to exercise their political rights, as well as to participate in politics, however, with the gender bias imposed through generations, [19, 20] also agree that this is the essential challenges and reasons in the way of social and political participation.

The researcher acknowledges the notion that gender bias, stereotyping, challenges of women's equality in leadership continuum, and in social and political involvement are due to the normative beliefs that have been taking up the society's general comprehension on each gender's role. These cultural values that have been passed to the public shape our behaviours and actions towards men, women, and even children, gays, and lesbians. Several scholars highlight the 'think leaders, think straight male' design in leadership and politics, in which the researcher negates, because it is in a way postulates a scheme that women, gays, and lesbians are incompetent and would not be as successful as straight male counterparts. These normative beliefs contradict to how people are supposed to shape their attitudinal behaviour towards an initiative or an individual, and that these

beliefs would further trigger the unequal treatments towards particular individuals

In spite of the treatments women faced in daily lives, the issue of gender-specific or gendered perspective of leadership and political participation are said to be stemming from the way young women are shaped during their early childhood. The researcher claims that leadership style, leadership skills or themes, and also women upbringings and background are among the main attributes that could hinder or amplify women's performance in political, business, management, or generally - leadership continuum. However, it is highly important to take into account the issues of religion and race into the discussion. In the mean time, there are scarcity in the studies on women, leadership, and political leadership specifically.

Past studies remark that in leadership field, women are subjected to the gender roles and stereotypes, in which are affecting their opportunities to thrive in management and decision making department. Scholars suggest that an alignment should be made in order to secure efficient leadership role; women need to exercise innovation, organisation needs to be transparent, women and organisation collaborate together with a coordinated purpose, and the society must join and operate this framework. Through the review, the researcher acknowledges the challenges women face in leadership. Nevertheless, the challenges can be solved by integrating the roles that various parties have - women, organisations, and the society. These parties can help in ensuring that women can work the leadership roles. Meanwhile, in the study, the researcher believes that efficient leadership can be achieved when women leaders practiced the suitable techniques and acquire leadership attributes. Later in the review, the researcher explains on the approaches relevant to this objective.

In local context, Article 8 (2) was amended in Parliament, on August 1, 2001 to consist the word 'gender', which is now reads as follows:

“Except as particularly authorised by this Constitution, there shall be no discrimination against populace on the ground of religion, race, descent, place of birth and gender in any law or in the appointment to

any office or employment under a public authority or in administration of any law relating to the acquisition, holding or disposition of any property or the instituting or carrying on any trade business, profession, vocation or employment.”

The amendment leads to the review of all existing laws in order to ensure gender equality; with this, all new laws will adhere to the foundation of non-discrimination. In 2004, Malaysia's Combined Initial and Second Periodic Reports of States Parties was submitted to CEDAW to describe the situation relevant to discrimination against women, by also including the law and policy made in accordance to that. In the report, it is stated that in 1989, The National Policy on Women was formulated by the government, and was closely aligned with both the Sixth Malaysia Plan (1991-1995) and the Outline Perspective Plan (1990-2000).

The reports recognise poverty, lack of education, and culture and tradition as major interferences to women's advancement. In addition, the report highlights the change that had taken place in Malaysia, as women are becoming more educated and career minded, which also explains that women are currently able to fit into the workforce. It is also illustrated that in line with CEDAW Article 7, in the political process, women have had the right to vote since 1957. In addition, women have exercised this right and become members of various political parties. However, women have mostly played a subordinate role to men [21].

Reviewing the past literatures concerning “Women in Politics”, women's participation in local political arena is prevalent during the years of KI in 1970s. However, studies also show that female politicians are constantly subjected to stereotypes by the media and public. This, in turn hinders the credibility of female politicians as they are being presented unjustly. According to [22] and [23], women joined the BN coalition under the ticket of KI, which was soon established as Wanita UMNO. However, the earlier stages show that women were merely taken as auxiliary, and are only given the tasks to assist male members, which is by mobilising political campaigns. Current studies, for instance, by [9] exemplify the

notion that women are still subjected to stereotypes, for example, women are labelled not as “bold” and “aggressive” as men, and are more “sensitive” and passionate.

According to [22], the women’s association, KI was rapidly growing and becoming significant, under the governance of UMNO, in line with the modernism emergence in 1980s. Manderson also emphasises the role of the association as UMNO’s auxiliary, addressing the motherly and supportive leadership style shown by the members of KI during the growing period. However, [23] suggest that although the KI association was to be re-established as Wanita UMNO in 1971, the positions of female leaders in UMNO, make it in the parliament and state assembly were still less satisfactory. According to [5], the low level of women participation in politics is explained as due to restrictions by religion matters, particularly Islam, and due to local cultural traditions in the nation.

Nonetheless, [5] highlights the misunderstanding of Islam restricting Muslim Malay women’s participation, by adding that religion treats men and women equally. A possible explanation is that the members of Wanita UMNO during the period of 1980s to 2001 are still not aware of the importance of their role in policy making. The women representatives in Malaysian political parties are always associated to the issues that are mostly based on the welfare and betterment of women, children, and society, instead of more significant issues such as on transportation, innovation and technology, and economy. In fact, the involvement of women is restricted due to the social norms structured by religion and culture, in which women are represented as empathetic, passionate, soft, and reserved.

Several literatures also discuss on the political participation of women of the opposition coalition. Post GE13, the media witness that women from BN and PR coalition proved they have the same competitive edge as both secured 40 parliamentary and state seats [24]. Prior to this period, [23] stress that Wanita UMNO, compared to other women’s associations, was the most active, prominent, and had members more than other parties. Furthermore, past literatures mainly highlight the low level of women

political participation at the beginning of pre-independence era, although it gradually increases after several years.

Based on this review, the researcher believes that the opportunity in leadership continuum and the support from people can be secured by adopting effective leadership styles and NLP techniques. Past studies discuss and suggest the leadership styles that can be adopted. Initially, [25] reveals that women are now gradually involved in managerial posts, however, most of them remain in positions other than top executive positions. Meanwhile, past researches confirm that women in top corporate placements are currently affecting the rules of leadership; women leaders are proactive and dedicated in ensuring that together with their employees, they could fulfil an objective by any tactical plan which includes suggesting and improvising the current strategy [26].

2.2 Neurolinguistic Programming (NLP)

Neurolinguistic Programming (NLP) is primarily the work of Richard Bandler and John Grinder, running under the supervision of a cyberneticist, Gregory Bateson, together with a team of social scientists, linguists, and anthropologists. The expansion of this theory was largely conducted during 1960's and 1970's, with the initial objective to study the techniques through which excellent psychotherapists accomplish their results. Eventually, the research grew into a field of its own. Bandler and Grinder focused on studying the skill of modelling, which is a method to identify and verify excellent individuals' ways of thinking and behaviours, and how these behaviours and thoughts can be changed in order to achieve a specific result. Initially, the essence of NLP is to find an individual who had successfully overcome an issue, and sketch out a model comprising of the individual's behaviour and frame of reference [27, 28].

These scholars chose three individuals that were considered highly competent in their respective fields as the main focus of the study. Bandler and Grinder analysed their patterns and techniques of solving problems, which later became the basis of the theory. In addition, the scholars analysed specific attributes of the individuals, including their speaking patterns, their selection

of words, voice tones, gestures, and eye movements. In the 1970's, Bandler transcribed tapes of well-known therapists, Virginia Satir and Fritz Perls, and he found that by copying certain sides of their behaviour and language, one could get similar results. This approach is now referred to as modelling excellence, and it also describes the birth of NLP theory [27].

NLP seminars increasingly became accepted and popular all through the 1960's, although it was initially developed as a practical approach of communication attracting only psychotherapists. Afterwards, these events receive the attention from business and marketing people, artists, and salespersons. According to [29] Bandler and Grinder had efficiently turning the patterns of approach in solving problems done by successful people, into general models that can be referred by anyone. In the NLP, these scholars first published the Meta-Model. The model is focusing on an approach based on the response to syntactic element's from an individual's language. Their initial work received an encouraging response from Bateson, who later had introduced the co-founders to a hypnotist, Milton Erickson.

The term NLP, which stands for Neurolinguistic programming can be further explained by breaking down the name:

- i. 'Neuro' refers to neurology or human brain and nervous system, in which relates to the ways human process information gathered from the five senses.
- ii. 'Linguistic' refers to the language systems, including the verbal and nonverbal language used to code, organise, and attribute meanings to human's internal representations of the world, and to interact or communicate both internally and externally.
- iii. 'Programming' is the exclusive way one put 'neuro' and 'linguistic' together to create behaviours.

Linked these words together, [30] explain that NLP can be described as a practice that concerns with the processes by which people use to create an internal representation of the external world of 'reality', through language and neurology. Besides, scholars indicate that human brain has two minds,

which are unconscious and conscious minds. The unconscious mind stores the programmes that a person remembers and comprises of all the things that one can exercise automatically, such as how to drive a car, fold the clothes, and how to make one feels good - this storage area is much larger than the conscious mind [31].

Conscious mind deals with the current situation that a person is dealing with, which can be illustrated as when the researcher is writing this paper, and you reading the researcher's work. Even so, the unconscious and conscious minds work in cooperative manner. For example, an examiner reads this paper, and suddenly, his or her conscious mind started to switch to something else, say, a bar of chocolate that the examiner has placed on the table earlier. The examiner's unconscious mind will then takes over the reading - consequently, the examiner arrives at the last sentence of the paper, not remembering about what he or she had just read [27].

Additionally, according to [32], in NLP, the programmes that a person has in mind have the capacity and consistency to produce same outcomes over and over again. Conversely, several programmes will not work well for an individual and produce undesirable outcomes while holding the person back. For that reason, NLP is used to change the programmes and form new ones that will work. Furthermore, NLP helps individuals to be prepared and to react better when detrimental things happen, by offering the tools and techniques that can be used. These techniques help individuals to be more aware of their feelings, thoughts, and behaviours, as well as to identify other people's behaviours and opinions.

In NLP, the human's information processing is explained by a communication model, which is consisted of a number of important components. According to [33], the information processing is influencing the way human feel and react towards everything. [33] further explains that human observe events through the senses; then generalise, delete, and distort this information according to what we perceive as important by using filters; make internal representations based on the filtered information into a reality or map; while the internal representations influence our internal state and behaviours. In addition, the scholar acknowledges that changing our filters

will affect our perception on which subject matter is most important, thus affect the way we react to our surroundings.

We observe our surrounding and the occurrences around us through our senses, in which we see, hear, smell, feel, and taste. Meanwhile, the information we gathered through these senses are stored within our unconscious and conscious minds. [33] reports that humans are exposed to about four billion bits of information, however, humans' conscious mind can only process less than 1 per cent of the information. With this, [33] explains that the conscious mind focuses on the information that we deemed important at the time.

In addition, the ability to focus on what humans perceived as important is influenced by the filters that we choose and have in our mind. These filters can be consisted of one's belief and values, decisions, memories, and others. In essence, filters are the components that affect the way one perceives and interprets the world and surroundings; each individual has different set of filters, which makes each person views of the world unique. According to [33, 27], each people choose filters based on their experiences while growing up; the teachings embedded in the religions they practiced; the beliefs and values they observed from their family; the values in the part of the country that they lived; as well as the decisions they made about the world. Hence, the filters influence information processing that each individual then interpret each event accordingly, affecting the internal representation and internal state - eventually, affecting one's reaction and behaviour.

Subsequently, people use filters to delete, distort, and generalise the excessive information that are gathered through the senses. People delete information that they perceived as unimportant, while paying attention to what they deemed as important. Here, people eliminate extraneous information which causing them to attend to only several things or works. Meanwhile, [33] exemplifies that distorting refers to the process of changing the correlation between experiences, in which it provides people with new perspectives in viewing their surroundings. This includes daydreaming, and simplifying or exaggerating experiences. On the other hand, generalising

involves the process of interpreting a limited number of experiences, and combining and projecting them as similar experiences.

Meanwhile, NLP is designed with basic presuppositions that guide its practitioners and also help practitioners to further understand the theory. According to [34], there are about nine presuppositions which are important to the NLP, and can be used to assist practitioners in further understanding the theory. The presuppositions are as follows:

- i. Presupposition 1: “The map is not the territory”. This describes that each individual’s mental map of reviewing the world is different from the other. In NLP practice, the focus is in changing the map of the individual, without changing the reality.
- ii. Presupposition 2: “Experience has a structure”. This presupposition states that each person has different levels of experience, which explains the different views an individual holds regarding an issue.
- iii. Presupposition 3: “The mind and body are under the same system”. This describes that if a practitioner affects one part, be it the cognitive processing or the body, the other part will also be affected.
- iv. Presupposition 4: “If a person is able to do something, anyone else can learn how to do it, and can do it better.”
- v. Presupposition 5: “People have all the resources they need to achieve what they want.”
- vi. Presupposition 6: “You cannot not communicate.”
- vii. Presupposition 7: “The meaning that comes out of your communication is the response that you will get.” Individuals will react to what they think one person mean from one’s message; however, the response can be an accurate or incorrect interpretation of the intended meaning. Hence, communication should include both verbal and non-verbal signs.
- viii. Presupposition 8: “Every behaviour has a positive intention.”
- ix. Presupposition 9: “If what you are doing is not working, then start doing something else.”

NLP suggests that individuals have the resources and potential to do other than what they used to do. For instance, people do the same thing that it becomes a habit; however, this habit can be changed. Consequently, there are numerous NLP techniques and tools that can be practiced by individuals. The techniques that are discussed below are only several of the important ones. Each individual is free to use any technique that one views as useful to achieve his or her goals. The descriptions of each technique highlighted in the past studies are as follows:

2.2.1 Well-formed outcome

The technique refers to the principle of having clear desires or outcomes, as well as being able to recognise other people's goals; it is prudent for a person to gain total clarity over what he or she wants. When one's desire is clear, he or she is most likely to achieve it. Unlike usual form of goal setting, NLP uses a well-formed outcome, in which it distinguishes 'goal' and 'outcome'. The difference between these two is discussed as not directly noticeable, but it is noteworthy, where goal refers to something an individual wants, while outcome refers to the results of one's actions. According to one of NLP's axioms, most of the goals that have failed to lead to the desired end results are ill-formed; these goals are not specific and have unexpected effects that prevent them from thriving [27, 35, 36]. In leadership perspective, [27] stresses that it will help leaders to create alignment and unity of a team, that the goals are clear and beneficial to both the company and employees. In fact, a well-formed outcome guides a practitioner even through other techniques, as it helps the practitioner to stay in put and continue to act in purposeful manner.

2.2.2 Modelling

In NLP, modelling involves the process of systematically coding and reassigning attitudes and behaviours from an individual to another. According to [35], it is based on the idea of copying the characteristics or habits of successful individuals who have shown significant achievements,

in the effort to get similar outcomes in particular areas - this includes both physical and innate approaches. Fundamentally, modelling, instead of the act of teaching other individuals, is an approach to identify and duplicate the unconscious ability of naturally outstanding people. Consequently, modelling process entails making physical rapport that comprises of matching and mirroring, movement, body posture, and speed.

Besides, it also involves making verbal rapport, through representational systems of each person, that can be identify through visual and sight, auditory and sound, kinaesthetic and touch, olfactory and smell, and gustatory and taste. [37] postulates that verbal rapport is manifested in dynamic phrases, according to each individual's representational systems - each person's mind processes information and interprets meaning differently. In [37], scholar explains these representational systems or sensory channels as VAKOG which are Visual (V), Kinaesthetic (K), Auditory (A), Olfactory and Gustatory (G). Nevertheless, each person tends to favour one or two of these sensory channels. Noteworthy, a communicator must put emphasis on strengthening his or her knowledge of meta-program, as it assists in understanding the target audience's preferences. This would help in building effective rapport and communication.

2.2.3 SMART and SCORE

In NLP, among the core principles also stresses on the importance of setting desires or outcomes clearly, and setting the results or outcomes entails taking some time to consider the goals made. Hence, a communicator can utilise a goal setting approach, SMART, which are Specific (S), Measureable (M), Achievable (A), Realistic (R), and within Time frame (T). This strategy offers clear centre of attention within the arranged time frame. Once the goal setting is done in an efficient manner, a communicator can establish a well structure NLP practice, which eventually will create a well-informed outcome. An NLP practitioner should also take into consideration of the issues that may surface while trying to achieve the goals set earlier [28].

With this, the SCORE model from DeLozier and Dilts can be further employed [34]. SCORE model entails the components of Symptom (S), Cause (C), Outcome (O), Resource (R), and Effect (E), and it provides resolutions of

issues in the effort to achieve goals and assists in shifting from challenging or difficult conditions to the required goals. [34] discusses on SCORE as follows; a) Symptom is the crisis state and its occurrences that need to be changed or resolved, b) Cause refers to what and where the crisis comes from, c) Outcome is the desire or goal that one wanted to achieve in resolving the crisis, d) Resource are the tool, skill, and belief requires to overcome the problem, and e) Effect is the long-term impact of solving the crisis and achieving the goals.

2.2.4 Rapport

Building rapport is essential in securing efficient communication. Rapport in the NLP requires mutual understanding and respect between communicator and audiences, and most of the times, rapport can be established naturally. It entails showing genuine attention, observing an individual's reaction to another's words, which includes body language, action, and also identifying an individual's phrases or key words that they often used. [30] in their coaching book reiterate that a person needs other people in life, and the outcome of one's interaction with each individual would be determined by his or her ability to attract and influence their thoughts and behaviour. Leaders, parents, managers, coaches, or mentors need to have the capability to influence, thus, this involves certain abilities to build rapport.

A well-built rapport leads to a well-built relationship. Enhancing one's capability to build a good rapport can help build confidence within oneself and other people. In NLP, a person can use matching and mirroring as a foundation to build rapport with target individual. [30] explain matching and mirroring as the acts involving copying each other's voice tone, pace, breathing, movements, and body postures. When a person uses matching, he or she is attempting to do or exactly copy other people's actions, while mirroring is when he or she mirror the image of another. Fundamentally, matching and mirroring is vital in line with the presupposition that people prefer those who are like them, or equal to them [31, 38].

2.2.5 Pacing and leading

Additionally, a strong rapport allows the communicator to smoothly lead a person to his or her thinking, thus, creating further attachments. Pacing refers to the ongoing process of matching another person's exclusive perception. It helps in reinforcing rapport when an individual shows to another that he or she is on the same pace with the target, in terms of values, beliefs, opinions, or common interests. One may start pacing by sharing common experiences or opinions with people and allow them to open up and share their viewpoints as well. Once rapport is at a good level, one can start to lead and influence the others. However, in leading process, a person should continuously checks whether people are willing to follow their views.

[30] states that sometimes, rapport is weakened during the leading process; hence, the general idea in NLP is that one needs twice as much pacing compared to leading. On the other hand, leading is the process of influencing people's thoughts and opinions by introducing a new idea or viewpoint that would lead a communicator to achieve the desired outcome. Scholars postulate that people can risk breaking rapport when they start introducing new and unpopular ideas that they deemed as important. Rapport is also at risk when people defend their opinions, like most of the people always do. Therefore, a smarter approach that an NLP practitioner can do in the effort to get an idea to be accepted is to connect it with the idea already held by another person. Consequently, a practitioner will then able to transit the new idea smoothly [27, 35].

2.2.6 Sensory acuity

In NLP, sensory acuity is the approach of recognising state changes in others, which habitually go unnoticed. In order to influence others, NLP suggests practitioners to tune their senses into several physiological signs and use them to indicate whether other people are focus or otherwise when communicating. As it is related to the VAKOG, sensory acuity involves identifying unconscious signals that people transmit through external signs, such as voice characteristics, breathing pattern, body posture, lines on the face, and tension in some parts of the body. Meanwhile, the process of accessing people's external signs of their

internal states is referred to ‘calibrating’; it can be illustrated as ‘reading’ a person’s state [39].

[29] state that recognising target audiences’ initial states offers advantages to an individual, in which is useful for the goals and results one has in mind. In fact, sensory acuity helps in preparing a person and other people before engaging in an interaction. For instance, a person needs to know that another person he or she is interacting with is in the ‘ready-to-listen’ state before one throws in a new idea, topic, or simply news. Additionally, one should also notice the state changes, which connects to target audiences’ current situation and emotion. When one calibrates in what state does another person is in, he or she can be prepared for any reaction that may occurred.

2.2.7 Eye accessing cues

According to [30], in this technique, it is explained that an individual should identify people’s communication modes, either it is visual, auditory, or kinaesthetic. Depending on which direction the eyes are moving, an individual can choose the modes from which the person is feeling or thinking. While some people may use one dominant mode, other people may use other modes although it is far less often. However, if one aims for an efficient communication, he or she must be flexible and adapt to any kind of modes. There are four main communication modes that can be recognised from eye movements, which are visual thinking mode, auditory thinking mode, internal dialogue thinking mode, and kinaesthetic thinking mode.

2.2.8 Meta model

In NLP, Meta Model is used by the brain in order to interpret and reconnect the meaning behind words in an interaction. Essentially, this model tries to reverse the detrimental outcomes on the specificity of a message, which is caused by language; Meta Model helps in reversing deletion, distortion, and generalisation. A communicator can use Meta Model in reassembling the language into something that one can understand, although almost all

of the crucial information is unavailable [39]. In addition, even though the missing pieces are not part of the sentence, an individual can still picture the message based on one's experiences with the person.

When an individual has build a great rapport with the person, it will be easy for one to figure his or her common interests and the things that he or she deemed as are important. This model is practical when a communicator tries to understand another person. Moreover, as mentioned earlier, a good rapport constitutes a well built relationship, where one has spent time and share experiences with the target person. By using this model as an additional approach - the more an individual know someone, the more he or she can decipher or interpret the messages and verify the meanings, using body language, and experiences both people have in common [32].

2.2.9 Milton model

Milton Model is utilised to examine the ways that one can exercised in order to influence other people. The model is developed inspired by Milton Erickson who is considered as one of the world's excellent hypnotists. Initially, Erickson noticed that it is hard for a communicator to convince another person of his or her ideas when the communicator disagrees with the target person's thoughts, with the proposition that one is smarter that the target. Erickson suggests an idea to influence, that a communicator needs to convince other people that the idea comes up from them, and that they have been smarter the whole time [32, 29].

The model also points out that NLP practitioner must ensure that his or her targets never disagree with the idea or thoughts that the practitioner proposes. This can be achieved by leading the targets through arguments by using big generalisations. In the people's mind, generalisation might be accepted as the goal set by the communicator is more general and flexible, that they would eventually agree with. In fact, the model also highlights the lack of negation in people's mind. Erickson notes, the idea of negation is absent except in the use of language. However, another approach that can be exercised is using tag words. Confusions happen due to the limitations on memory as the mind is becoming overloaded. NLP practitioners can influence people through this

approach, and make them to agree with one's thoughts or ideas as the people are confused and have less capacity in processing the messages [32].

2.2.10 Perceptual positions

Perceptual Positions is a technique that offers practitioners to gain new viewpoints by considering a situation or relationship from distinctive perspectives. Most of the time, people are stuck in their own representation of the reality, that would further hold them back from understanding, then influencing other people. In this technique, there are three main positions that can be practiced. [27] describes that the first perceptual position entails seeing the world and other things from personal perspective. In the second perceptual position, people can understand things from other person or group position, whereas in the third perceptual position, people can understand things from a detached perspective.

[34] adds that those who practice this technique can expand his or her interpretation and understanding of a situation. This technique can also assist in understanding other people's way of viewing the world and also in reaching mutual agreements. In their work, [30] express that the technique can be applied if the rapport build earlier is low - it helps in seeing the relationship from the others' point of view. When communicators can see things from different perspective, it allows them to get more information that will offer them with greater choices. Meanwhile, communicators should also immerse themselves into people's beliefs and opinions. By that communicators will be more prepared and expand their level of awareness.

2.2.11 Swish pattern

The Swish Pattern is a technique that a practitioner can use to break or change negative habits. Concerning more on the practitioners' personal routines or habits, this technique helps in eliminating and altering the actions that are damaging rapport and the whole NLP strategy. For instance, an individual can utilise this technique to break these habits; poor performance in warfare studies and harmful eating habits [35]. Moreover, a practitioner can also use swish pattern to change the way one reacts in

communication. For example, a practitioner can be a little aggressive and give immediate response in each interaction with another person. The practitioner can consider swish pattern and alter the aggressive and immediate behaviour or response to assertive and considered [36].

According to [30], this technique can be done by in several stages. A practitioner can firstly choose a past negative condition and picture this in mind, where one demonstrates the habit he or she wants to change. While doing this, one should have a clear imagination of the habit. Afterwards, the practitioner must create a new image portraying the positive behaviour that one would like to have instead. Be clear of this image and behaviour. Later, replay the mental image of the negative behaviour, and 'switch' the negative image with positive image. The switching step should be done repeatedly in one's mind, until the practitioner could not remember and fail to bring back the negative image.

2.2.12 Anchoring

[35, 27, 40] acknowledge anchoring as the process of associating internal response with internal or external experience; this association means that an anchor is something that could trigger automatic behaviour. Anchors can be in the form of images, smells, words, memories, sounds, or feelings that can be set off to both positive and negative feelings. Additionally, anchoring leads to a quick re-accessing of responses, which can be done by activating the trigger or experience familiar to certain people. Anchors may naturally occur or intentionally set up by communicators. They can also be established in representational systems (VAKOG) and can be constructed for both positive and negative internal states. Besides, they can be created for certain feelings or states of mind for conditions in a future context. [35] iterates, if anchoring is done well, the anchor will most likely triggers positive emotions and several other benefits in different contexts.

Anchoring technique is beneficial to NLP communicators, and one of the main advantages is that it strengthens rapport. Communicators have the chance and ability to recognise people's anchors and this will help them to get to know people's state during interactions. In fact, whenever a communicator is about to

present new idea, he or she can use the positive anchors towards the people and incite positive moods before interacting. Besides, communicators can use their own resource anchors, which is by using the positive anchors during particular situations. Before meeting another person, an individual can trigger his or her happy feeling that has been associated to meeting people to interact. This will improve the individual's communication style and approaches.

In essence, NLP has been practiced in various fields, and practicing it in the leadership perspective enhances leadership skills and leads to a better governance within a team or an organisation. The use of NLP assists an individual in dealing with obstructive patterns of thoughts and behaviours, while it introduces new, constructive or positive approaches to improve one's life. Besides on helping one to develop new ways of thinking and acting, NLP develops the confidence in oneself. However, NLP requires continuous practice. NLP is believed to enhance leaders' communication styles, the ability to influence others, the opportunity to model successful personalities, and to recognise people's communication preferences. These beneficial outcomes are fundamental for a leader in order to be more believable, respected, and conformed to.

2.3 Leadership Perspective

Leadership is regarded as a key factor that casts major influence on the performance of organisations, leaders, and employees. Scholars try to describe effective leadership style through numerous theories, such as democratic or autocratic leadership, target oriented leadership, socially oriented leadership and others, while associating them with several facets of organisational outcomes. [41] reiterates that in 20th century, the researchers of leadership perspective have mainly focused on the subordinates' viewpoint and proposed two major facets of leadership, which are transactional and transformational. In line with the subordinate's perspective, the scholars compare these two leadership styles, and reveal that transformational leadership has more positive effects on employees' attitudes especially towards their job, their working environment, which will eventually affects their performance.

Additionally, [41, 42] discuss on the work of Avolio and Bass in 1991, that has extended the knowledge on leadership by devising a model consisting of eight styles of leadership behaviour. The scholars derived with a model called The Full Range of Leadership model, which was based on their study involving 78 managers. In the study, the scholars asked these managers to illustrate outstanding characteristics of the leaders who had influenced and inspired them personally. Based on the original work of Bass in 1985, these two researchers developed and expanded the original model, to include several leadership major styles - these prominent styles are explained as follows:

- i. Laissez-Faire Leadership: The style that is described as “no leadership”, where leaders do not pay attention to exert motivation or force their worker to achieve desired performance.
- ii. Transactional Leadership: The style which is based on passive and active aspects.
- iii. Transformational Leadership: The style which is based on personal interactions and relationships, intellectual challenge, inspirational motivation, and behavioural charisma.

These categories create a hierarchical sequence of leadership styles that is based two components; according to the extent of activity that leaders express in their actions, and according to the extent of their effectiveness. On the other hand, in the model, transformational leadership style is ranked as the most valuable style followed by transactional leadership and then laissez-faire leadership. Additionally, the model postulates that all styles can be found in every leader. The hypothesis is then confirmed by Den Hertog and colleagues in 1997, where the scholars found that there are only three facets of leadership always practiced by managers, which are these three leadership categories.

Furthermore, [43] respond that researches on leadership styles have largely focused on the leader-follower viewpoint, and scholars postulate two main components of leadership styles, which are transactional and transformational. These two components were introduced by Burns in 1978, and later extended by Bass and Avolio in 1990. [43] note that in leadership, transactional and

transformational leaderships are the two basic elements that affect the interaction between leader and followers.

The scholars further explain that Burns named transactional leadership as an influence that stemmed from the idea that a leader focuses on creating a cost-benefit interaction in his or her area. In this leadership style, the employees will follow the leader's instruction, due to the belief that they will receive benefits from such action. [43] also describe the way transactional leaders work, in which they help in developing the employees' or followers' willingness to perform at expected stages. Transactional leaders offer rewards for tolerable performance by their subordinates, and this generate the leaders' desired effect.

2.3.1 Transformational Leadership

[44] observe the work of Bass and Avolio in 1994, where the researchers posited four key dimensions of transformational leadership, which are a) idealised influence; b) inspirational motivation; c) intellectual stimulation; and d) individualised consideration. In 2004, Bass and Avolio continue to stretch the concept of transformational leadership, where they split the dimension of idealised influence into two facets; behavioural and attitudinal facets, leading a total of five dimensions. In their book on transformational leadership, [45] further note on these dimensions as follows:

- i. Idealised Influence (Attribute): The dimension refers to the subordinates' or followers' perspective; this relates to the feeling of trust, respect, admiration, and faithfulness that are attributed to the leaders by their followers.
- ii. Idealised Influence (Behaviour): The dimension refers to the leaders' perspective; it is related to the observable captivating or actions of the leaders.
- iii. Inspirational Motivation: The dimension refers to the leaders' perspective; leaders who exercise inspirational motivation use the communication of a well-defined vision - this clear vision acts as a source of encouragement, which enhances followers' self-efficacy and faith, thus will improve the followers' performance.

- iv. Intellectual Stimulation: The dimension refers to the leaders' perspective; it relates to leaders' capacity to foster an environment that enables or encourages innovation and creativity, thus, allows subordinates or followers to solve challenging works with ease.
- v. Individualised Consideration: The dimension refers to the leaders' perspective; it pertains to the attention leaders pay to the followers' needs, while assisting each individual to accomplish personal development and self-actualisation.

Through the past studies on transformational leadership style, the researcher observes that scholars often indicate several major attributes that are closely related to the leadership style, aside of the key dimensions constructing it. These attributes can be concluded as sociemotional behaviour or emotional intelligence, and relations-oriented vision. From a number of researches, it is found that the leaders who have higher level of emotional intelligence show greater augment in transformational leadership in terms of self-efficacy and behaviours toward subordinates or followers. Emotional intelligence in the sense of this leadership style is reported to be beneficial and vital, as the leaders who have this attribute concern on both their emotional states and also their followers' emotional conditions.

In addition, these leaders are acknowledged as to be very sensitive of emotional functioning of themselves and others, that this allow the leaders to be more receptive to change and more ready to process and incorporate self-efficiency information into their mental system. Meanwhile, these leaders are described as to have the habitual mission to help in optimising their followers' growth. This attribute is effective as it leads to the growth of an organisation, company, or nation, as a whole. On the other hand, researchers mention the context of gender, while revealing that women leaders have the advantage to apply transformational leadership model. Women leaders are declared as to be cautious on sociemotional behaviours, in which they take into consideration the ecology and balance of emotions of their followers, as they believe in it helps in sustaining great performance and individual development [45, 42].

The second major attribute of transformational leaders is relations-oriented behaviour. [42] relate this behaviour to the emotional excitement, which focuses on the building of relationship between leaders and their followers. The behaviour also explained as inspirational, where it breaks the natural cycle of subordinates' expectations - among others are the protocols when meeting leaders that often hold back subordinates to express their ideas, beliefs, or needs. When leaders concern on their relationship with followers, it can captivates the followers and leads them to new and challenging goals. In fact, these leaders lift the subordinates' awareness of their need to develop, verify their expressions of thoughts, and also encourage them to perform at higher levels.

According to [41], the core to this attribute is the recognition and appreciation of followers' needs and the relationship build with them. Outstanding transformational leaders strive for the betterment of themselves, while treating their followers' needs as larger than anything else. By this, transformational leaders who are relations-oriented influence the expectations of their followers, alter their beliefs and opinion, and lift them up in the hierarchy of needs. In 1978, Burns states that the hierarchy of needs is the basis of transformational practice. In line with this foundation, [41] discusses that transformational leadership focuses on the relationship of mutual incentives that transforms the leaders into moral agents. Hence, this leadership depends on a leader's personality, values, and his or her capacity to express a persuasive vision.

The researcher notes that women are needed as much as male counterparts in the top managerial positions and bureaucracies. [16, 46, 3] show that women's participation in both managerial positions, and political and bureaucracies are significant for both women and the organisations. Organisation needs women leaders who value collective goals and are emotionally intelligent in order to enhance the subordinates' performance, and to facilitate in organisation's goals and disputed projects. Women in bureaucracies can help mobilise and advocate women's welfare, complaints, and shared goals, and also to gain apprenticeship in policy making processes, as well as to give advice in governmental projects.

Women who are said to be successful leaders in various fields, make it education, political, business and management are reviewed as the women who own self-efficacy and are working dynamically in solving problems and completing tasks. They are able to be the consensus builders and bring everyone together to the discussion table. [3, 47, 48] examine on leadership and gender roles, and imply that women experience various kinds of perceived roles in the lifetime. They face various kinds of risks ranging from stereotypes, juggling works and families or motherhood, to being denied the right to participate in decision making positions; these helped women to develop the principles and attitudes that have shaped their character and custom as efficient leaders.

Based on the review, the researcher confirms that it is relevant to secure women's participation in leadership and political arenas. Women are now acknowledged as efficient and dynamic in terms of completing their tasks and solving problem regarding their workplace, in spite of facing the issue of stereotyping, underrepresented, and marginalised in the industry [49, 50, 51, 16, 3]. The researcher suggests that in order to foster women's participation, it is crucial for women to equip themselves with the leadership style and leadership skills. In addition, women's participation and leadership skills can also be shaped from young age. In accordance with this, women need social support from the people around them, and need to be taught from little, that gender role passed through society and culture do not hinder their opportunities to participate in leadership. The challenges that women experienced should in turn be the motivating factors to achieve successful career in leadership.

The researcher also highlights the past studies on women and transformational leadership. [16, 46, 50] support the view that women are able to demonstrate the attributes of transformational leadership style. The scholars explain that women who are more ascribed to their feminine characters are emotionally intelligent, in which these leaders value communal objectives among subordinates and organisation. Transformational women leaders are also observed as to have strong moral reasoning, in which it gives the subordinates a sense of respect towards them [49, 45]. The researcher agrees that women who adopt the major attributes and key dimensions of

transformational leadership are defensive against stereotypes within a system. This can be explained by considering the advantage of adopting such style, which is it enhanced a woman's self-efficacy. When women leaders are self-efficient, they do not perceive stereotypical behaviours negatively and they are confident to stand against such treatments. They are more focused and they strive for the enhancement of both subordinates and organisation.

Hence, the researcher recommends that women who are aiming for top managerial positions or decision makers to adopt the transformational leadership style; to foster the skills that is necessary such as confidence, sociability, and persistence; and to improve their self-efficacy so that it will be easy for them to confront gender-specific treatments at workplace. The researcher aims to synthesise transformational leadership shared traits as a component in a conceptual model for women leader and representative. In addition, the researcher also acknowledges the themes of self-efficacy attributes that have been reviewed, which is derived from the past studies. The analysis will be explained in next chapter.

3.0 METHODOLOGY

The study was conducted by employing qualitative research design with the basis that intangible data is crucial in understanding certain behaviour. Additionally, the study worked through the NLP and Leadership perspective particularly Transformational Leadership in order to formulate a conceptual model for women leader and representative. Qualitative design helps the researcher to further understand behaviours of participants by conducting the qualitative research methods. The design was also done through Feminist Perspective, in which the researcher concerns on the issue pertaining women, instead of studying on men politicians in garnering people's trust. The study aims to propose a conceptual model containing the techniques and traits formed by using the techniques from the NLP and also the traits of Transformational Leadership. Two qualitative methods were conducted in gaining the components of the model, which were theoretical study and in-depth interviews. The abstraction was done by

theoretical study. Meanwhile, the techniques and traits were then merged into a model, and validated by NLP practitioners chosen in in-depth interviews.

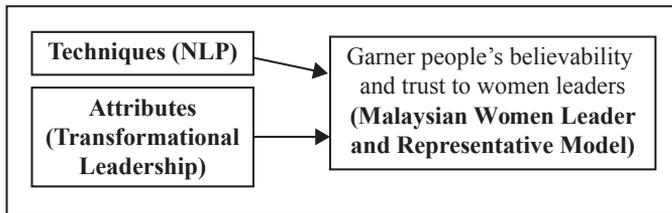


Figure 1: Conceptual Framework

In the study, the researcher identified a conceptual framework that had guided the whole research and illustrates the elements that constitute the model, which are the components from the NLP and transformational leadership. Additionally, the researcher's objective was to merge these two components and proposes a conceptual model from the whole analysis.

The study aims to determine the leadership techniques from the NLP theory and to determine the leadership attributes of transformational leadership. These objectives were achieved by conducting theoretical study, which focusing on studying past literatures on both the topics of the NLP and transformational leadership. In this framework, the researcher identified that the techniques from the NLP theory and the attributes of transformational leadership are the main constructs that can be used to form a conceptual model of Malaysian women leader and representative. The model is aimed to be used as a guide to boost women's political participation, specifically in the decision making positions.

Throughout the study, the researcher worked closely with the components of NLP and Leadership perspective. Essentially, the researcher focused on the techniques of NLP and the dimensions and attributes of transformational leadership style. In conducting the study, the researcher reviewed past literatures on NLP, however, the main objective was to abstract techniques that can be used by leaders. On the other hand, there are numerous styles of leadership examined in past studies, nevertheless, the researcher focused on transformational leadership. These two major highlights conceptually guided

the researcher to generate the conceptual model, and helped the researcher to be specific and focused throughout the study.

In this framework, the researcher also showed that both the techniques from the NLP and the attributes of transformational leadership give effects to people's trust and support to women leaders. Throughout the study, the techniques and attributes that were derived from both components will be combined into a conceptual model. With this, the researcher referred to the framework in conducting the study, and believes that the conceptual model can be utilised as a guide to equip women leader and representative to be better, as to gain the people's confidence.

3.1 Theoretical study

Theoretical study was the primary method used in the study and the data collected was the main reference for the whole study. Through the initial investigation, the researcher found that there was no specific model or conceptual model for women leader and representative by utilising the attributes from the NLP and Leadership perspective in political warfare. The researcher also believed that the study covers a new research area, hence, there was insufficient data related to NLP and Transformational Leadership concerning on women. As the researcher aimed to propose a conceptual model, initial data and subjective picture was needed from the qualitative documentary analysis; and the data collected was needed to be referred to the information collected from the interview.

The method was employed by synthesising past literatures discussing on two important components in the research, which were the NLP theory and Transformational Leadership. The researcher aimed to combine the techniques of the NLP and the attributes of Transformational Leadership into a conceptual model that will benefit women leaders and representative, particularly to boost trust from the people and to help them to secure positions in decision making departments. Through the use of theoretical study, the researcher extracted the tools and attributes from both components and tabulated the data. Additionally, the researcher depended on the literatures

analysis in gathering the data as to design the initial conceptual model. In the analysis and finding sections, the information gathered from past literatures was used closely with the data from the interview conducted. These data were then merged and presented in the findings section. Meanwhile, these data were checked as whether it is aligned with the researcher's aim considering the use of the model by women candidates.

Furthermore, the theoretical study was conducted focusing on several elements that had been chosen and refined by the researcher, which took into account the amount of literatures used and also the year of publication studied. In employing the method, the researcher adhered to several steps and criteria. For the study, the researcher set criteria and limitations of publication or past literatures to be used. Firstly, the researcher set two focus areas of the study, which were; i) Focus Area 1: NLP Theory, and ii) Focus Area 2: Leadership Perspective. By this, the researcher focused on choosing, studying and analysing past studies that only discuss on these two areas.

Secondly, the researcher set specific limitations on the year of the past studies or journals chosen. The limitation on year of publications was decided to only involve past studies of 10 years back. Hence, the researcher conducted the method by analysing publications that were done from the year of 2005 to 2015, under the areas of NLP and Leadership perspective. The limitation on year of publications was set since in initial investigation; the researcher found an enormous amount of irrelevant literatures when the studies were done way back in 1990s. The 10 year limit was then set, as the past literature in the year of 2005 to 2015 were sufficient and updated.

Theoretical study was conducted by choosing, studying and analysing past literatures that are done from the year of 2005 to 2015. The theoretical study was done and shown in Chapter Two: Literature Review. Basically, the researcher reviewed the literatures available and extracted the attributes related to the two focus areas, concerning on the words or themes which are 'techniques of NLP' and the 'attributes of Transformational Leadership'. The researcher then transferred these data into segregated tables constructed using Microsoft Excel.

Meanwhile, the researcher conducted theoretical study by synthesising enormous arguments from different scholars. The synthesising process included the arguments and the findings of past studies in the form of thesis and anti-thesis. Briefly explained, thesis consists of a set of findings or arguments that exemplified an initial or similar idea on the key topics studied. On the other hand, anti-thesis refers to another set of findings or arguments which contradict or adds on the initial idea founded in past studies. The researcher repeated the process by comparing and synthesising the thesis and anti-thesis for each of the focus areas, and derived arguments and initial conclusion based on the synthesis. Afterwards, the researcher collected data of the 'techniques of NLP' and the 'attributes of Transformational Leadership' from the synthesis. Additionally, the researcher extracted the elements of NLP techniques and Transformational Leadership from the synthesis, and located the data into table form. The table will be illustrated in next section.

3.2 In-depth interviews

In-depth interviews are regularly used to provide context to other data, offering more inclusive representation of a subject matter. [52] note that the main advantage of the technique is that it presents detailed information or data, compared to the data collection by using other methods, for example, quantitative survey. Once the initial conceptual model was constructed by using the data collected from theoretical study, the researcher aimed to ensure the validity or rigor of the result, by employing another method which was in-depth interviews. The interviews were done with chosen respondents, which are the NLP practitioners.

Here, study's paradigm was that the conceptual model needs a validation in order to ensure that it can be confirmed and utilised in the future. In addition, the NLP practitioners might hold different point of view on the practice of the theory by women leaders and representatives. This kind of validation helped the researcher to gain different insights and suggestions subjected to improvement of the model. After the validation process, the researcher then tabulated the data collected from the interviews and referred

to the data in the further analysis process. The interviews were conducted following the procedure that had been constructed by the researcher. Firstly, the researcher identified a set of selection criteria of the respondents, which were based on the research's requirements and focused on women leaders and representatives. Each respondent possessed several crucial requirements, which were; (i) a certified women NLP practitioner, (ii) has conducted program on NLP, and (iii) has minimum experience of two (2) years as a practitioner.

These criteria were crucial in order to help the researcher in gaining insights on the initial conceptual model, in line with the objective to design a model by using the techniques of the NLP theory. Discussing on the criteria of the respondents, the researcher focused on interviewing and getting validation from women NLP practitioners as the practitioners would help in providing professional opinions on the use of NLP, specifically the use of the techniques by women. The researcher believes that professional viewpoints from men experts are as important, however, the opinions might be biased or not in favour of women practice of NLP. The researcher also views that women NLP experts are most suitable to give insights and validations as they are more proverbial with the techniques that benefited and suited women's characteristics instead of their counterparts.

Searching for the respondents was done by browsing the training and human resource development websites and companies. The researcher found three (3) respondents who fulfilled the requirements. After the researcher had set the criteria of the respondents, the researcher continued to construct the interview questions. The questions were based closely to the researcher's first research objective, which is to identify the NLP techniques that can be used by leaders. In addition, the researcher took into account the study of women's perspective, thus, the questions focused on getting the NLP experts' opinions on the use of suitable techniques by women leader and representative.

Through the in-depth interviews conducted, the researcher gained the women NLP experts' viewpoints on the subject matter. Most importantly, the researcher collected the respondents' suggestions in improving the elements of NLP techniques, and also gained the approval or validation on the conceptual model. The data collected were documented, and were then

analysed by cross checking them with the initial data collected by using theoretical study. Subsequently, the researcher added the suggestions given by the practitioners into the conceptual model. Based on the importance exemplified throughout the study which emphasised the focus areas of NLP and Transformational Leadership, the researcher managed to secure the interviews and information from NLP experts. The researcher understood that the information or professional insights from Leadership perspective is as much as important, however, the researcher faced difficulties in locating and contacting women experts in Malaysia within the specified amount of time. In fact, majority of the Transformational Leadership experts in Malaysia are men experts, and are tightly obligated to busy schedules.

3.3 Analysis

The data gathered from the theoretical study and in-depth interviews conducted were analysed by using thematic analysis. These results were further used to extract the conceptual model that the researcher wants. Scholars remark that philosophical or theoretical foundation offers a framework for investigation, however, the primary supports of a study are the data collected, analysis procedures, and the findings derived from those procedures. Thus, the researcher employed Thematic Analysis in order to analyse the data collected, while combining the data acquired into a conceptual model. [53] also discusses that thematic analysis requires more involvement and interpretation from the researcher.

In the study, the researcher used manual thematic analysis without the use of any software, specifically by using word-based analysis, focusing on interpreting and explaining the techniques and attributes from two main components - the NLP theory and Transformational Leadership. The analysis was employed for both methods, which were the theoretical study and in-depth interviews. In fact, as the data collected from both methods were expected to match and to be merged as a single conceptual model, the researcher decided two major themes or words which were; a) 'Techniques of NLP' and b) 'Attributes of Transformational Leadership'. The researcher then transferred these data into the segregated tables

constructed using Microsoft Excel. The sample of data extraction and analysis procedures were shown through the table below.

TABLE 1
Sample of Theoretical Study Procedure

No	Publication Details	IV	DV	Themes	Result	Findings
1.	Molden D. & Hutchinson P. (2008). Brilliant: NLP	The use of NLP tools	People's confidence	Techniques of NLP	Modelling	The use of NLP is imminent as most successful people use the tools
2.	Molden D. & Hutchinson P. (2011). How To Be Confident with NLP: Powerful Techniques to Boost Your Self-confidence	The use of NLP tools	Practitioners' confidence	Techniques of NLP	Modelling	NLP techniques enhance practitioners' charisma and believability

4.0 FINDINGS

The study was done by conducting thematic analysis concerning on the key words of “techniques of NLP” and “attributes of transformational leadership”. Subsequently, the researcher presented professional opinions from three respondents, who are the certified NLP practitioners and trainers. These viewpoints and suggestions were then used to verified or validate the findings that the researcher had initially gathered. Meanwhile, the researcher exemplified the components of the conceptual model for women leader and representative, by taking into account the suggestions given by the respondent.

Through the analysis, the researcher noted that the elements are beneficial for women in leadership.

There are a total of 14 NLP techniques that can be used by leaders, concerning on leadership in organisation and politics. These techniques are suggested based on the idea to improve persuasive communication skills among leaders who aim to win the trust and support from people. The NLP experts interviewed agreed that the techniques proposed are relevant to women leaders, while suggesting two additional techniques that focus on people's thinking and language patterns. In addition, seven (7) dimensions and attributes of transformational leadership were determined which help in winning the people's trust and respect. These elements focus on the enhancement and transformation of women candidates' capabilities that suit their roles in serving as moral agents and examples to the people. This proposition concerns on the people's act of entrusting several expectations in leaders.

Consequently, a conceptual model for women leader and representative is proposed by formulating it with the NLP techniques and the dimensions and attributes of transformational leadership. In order to confirm the validity of the results, the researcher obtained professional viewpoints on the model. The NLP experts stated their agreement on the conceptual model, and provided suggestion to improve it. Meanwhile, the conceptual model is subjected to future improvement and application. Therefore, the conceptual model can be referred to the figure follow.

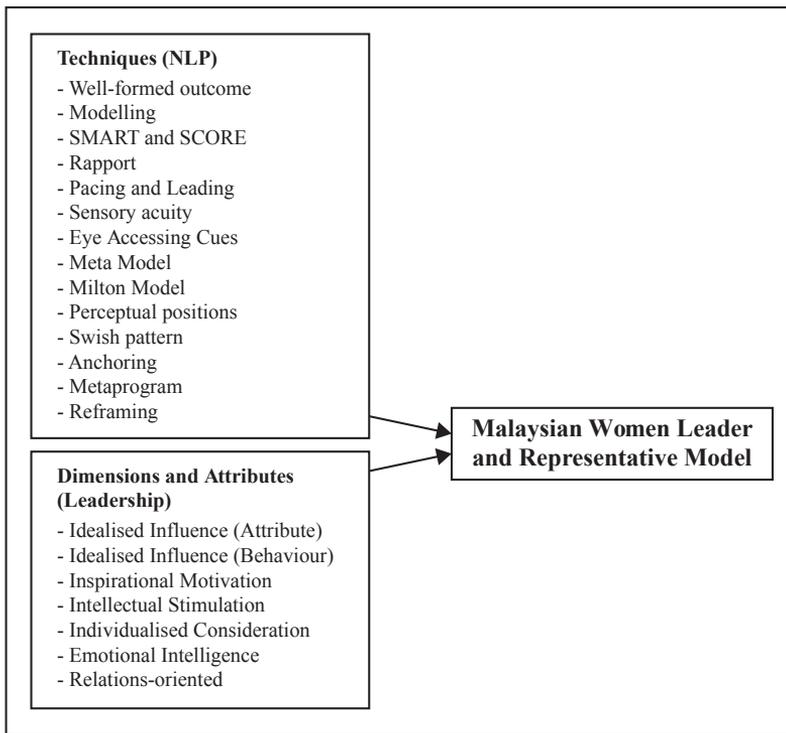


Figure 2: Conceptual Model for Women Leader and Representative

5.0 DISCUSSION

5.1 The Conceptual Model in the Lense of Feminist Perspective

The study focuses on conducting a qualitative research on the problem of women's representation in local political warfare. The researcher had firstly done an initial investigation on past studies of women in local politics, tracking down the history of women politicians and the pattern of leadership that they adopted. The researcher then conducted investigation on NLP and Leadership perspective. Through the initial study, the researcher found an enormous amount of works that had combine these two elements, nonetheless, a gap was established where there studies are done in the continuum of leadership as a whole, compared to gender studies. In line with the studies gap, the researcher identified a problem where women's representation in local politics is in

transgressing condition, and proposed that it can be improved by adopting a specific guide for women.

As illustrated beforehand, feminist perspective concerns on studying an issue through the experience of women instead of the men counterparts. The researcher is inspired to boost the representation of women in local politics following the government's initiative to null the 30% quota of women participation in the country, ranging from the participation in politics, education, entrepreneurship, and others. On the other hand, the researcher focused on political warfare and feud between parties in the country, perpetrating the issue of favouritism among candidates. With this, the researcher proposed a conceptual model for women leader and representative, comprising of the elements of the NLP and transformational leadership.

For the focus area of NLP, the researcher managed to extract the major techniques as suggested by previous scholars, by taking into account the practice of NLP in leadership. The researcher had conducted theoretical study on the NLP and found 12 techniques that are suitable for leaders, whether in organisation, in a group, or in country governance. These findings were illustrated in Chapter Two, as well as in Chapter Four. As the findings were as about general and can be applied to both women and men candidates, the researcher targeted to establish approvals or confirmations from women NLP practitioners; in-depth interviews were conducted. Through the interviews conducted, the researcher found that the techniques can be added up by another two tools that are suitable to women leaders.

Meanwhile, the researcher also gained the experts' validation or agreement that the techniques of the NLP are suitable and can be better used by women leader and representative. From the data gathered through the interviews, the researcher can concluded that women can better augment any NLP technique as long as they focus on studying the people's preferences in terms of communicating styles and medium. According to the findings, women leaders are suggested to address the followers by discussing the issues that are close or personal to them. In other words, women leaders

must represent women issues instead of personal interests, and this can be done by practicing the NLP techniques. With this, the NLP techniques are also beneficial for women leaders who have the desire to inspire other women; women leaders are suggested to practice the techniques proposed to improve communication and influencing capacity.

Additionally, for the focus area of transformational leadership, the researcher managed to extract the dimensions and attributes of the leadership style by conducting theoretical study of past literatures. The researcher started by addressing the studies on leadership, and then narrowed the study to cover the debate on leadership styles, and also transformational leadership practice by women. The researcher had first extracted the attributes of transformational leaders. Concerning on the feminist perspective, the researcher then synthesised past literatures on women and transformational leadership style. Through the study, the researcher gathered that scholars debated on the adoption of the leadership style by genders. In the studies, women are reported to better augment transformational leadership style compared to men.

Prominent authors such as [45] had expanded the study to cover the idea of gender differences in the adoption of transformational leadership; the scholars highlight that generally, women leaders have the natural characteristics of transformational leaders. These characteristics matched the dimensions and attributes of transformational leaders; scholars then iterate that women can adopt the leadership style easily. In addition, transformational leadership's elements are beneficial to women as they concern on the establishment of good relationship between leaders and followers or subordinates. The maintaining of relationship with followers are crucial in politics as it refers to the sign of trust, support, and also the indicator of high influencing capacity of women leaders. On the other hand, the leadership style is can guide women leaders to transform themselves into great role models to the people. With the holistic dimensions of the leadership style, women can acquire influencing capacity as they concern on improving women leaders in terms of satisfying the followers. Hence, women leaders are proposed to adopt the leadership style and its elements.

As the researcher gathered the attributes from theoretical study, the researcher did not neglect the idea of collecting professional viewpoints from the women experts of transformational leadership. Nevertheless, as explained in previous chapters, the researcher faced several limitations that had hindered the effort to secure validation from leadership perspective. Contrary to the NLP perspective, the transformational leadership perspective can be improved in the future, in which researchers can continue and conduct interviews with transformational leadership experts. With this, the researcher focused on merging the elements that had been extracted from the synthesis and formulate a conceptual model specifically for women leader and representative.

Instead of focusing to leaders in general, the researcher focused on the feminist perspective and works through the belief that one cannot measure behaviour. The researcher had worked on the perspective and exemplified the findings as closely to the perspective. With the idea to boost the representation of women in politics, to help them in improving their influencing capacity, and also to guide them in securing decision making posts, the researcher had proposed the conceptual model, comprising of the suitable techniques of NLP that can be practiced by women; and the dimensions and attributes of transformational leadership that are suggested to be embedded in women leaders' natural characters.

5.2 The Conceptual Model and Research's Final Expectation

The researcher expected that the conceptual model formulated according to the elements gathered from theoretical study can be validated and verified before it can be tested and used as a guide for women in leadership and in politics. With this, the final expectation of the research was to gather professional viewpoints and validation of the NLP techniques chosen and represented. The researcher then obtained the agreements from three certified NLP experts who have vast experiences in practicing the NLP. The researcher emphasised on the practice of NLP techniques for persuasive communication with the followers by women representatives. Through the study conducted, it is found that the conceptual model can be

improved by highlighting two major perspectives; firstly, women leaders can practice the techniques at the frontline as the communication strategies; and secondly, women leaders need to transform into great leaders by improving their personalities and adopt beneficial leadership style.

Women leaders are encouraged to practice the NLP techniques suggested and view them as the catalysing tools that help in communicating and injecting their ideas, initiatives, and vision to the followers. Concerning on the current political condition, leaders have the ideas that are produced for the goodness of the people, however, most of them failed in communicating these ideas that the people disregard and often demand for other explanation or ideas. NLP techniques can be used in order to communicate these ideas. For instance, in the findings, the researcher found the emphasis on recognising the people's communication preferences and also language and thinking pattern. Several techniques provided by the NLP can be practiced in order to mediate the ideas leaders have to be accepted by the people.

For instance, current debate among the people revolves around the implementation of Goods and Services Tax (GST), which has been expressed constantly in the media. For instance, Metaprogram and Reframing techniques can be utilised in capturing the people's thinking filters and also re-diverting the people onto the real benefits of GST implementation, by using the right language pattern to the right target audiences. On the other hand, the researcher found that leaders have the capacity to serve as role models to the followers. Women leaders and representatives cannot simply use NLP techniques and keep on injecting their ideas, if the people failed to view them as believable and trustworthy.

Hence, the researcher proposed that women can adopt transformational leadership and improve their leadership into great personalities. The core idea of the leadership style concerns on the capability of women leaders to put the people's needs first in their mind. Women leaders should be the voice of the people, and work to improve the people's conditions, instead of only to fulfil their personal interests. The researcher then extracted seven attributes of transformational leaders that can be adopted by women, in which; the adoption can be better augmented by women leaders due to their natural feminine

characters. By adopting the leadership style, women leaders can be guided to transform themselves into great leaders, who serve as role models to their followers. Through the validation process, the researcher added two additional NLP techniques into the conceptual model.

5.3 The Application of the Conceptual Model

The study proposes that the formulated conceptual model is the solution for the problem addressed earlier. The findings which were based on theoretical study on substantial amount of past studies led the researcher to identify the elements from NLP and transformational leadership. In addition, the researcher also represented the advantages and implications of practicing the NLP techniques, and the dimensions and attributes of the leadership style. Subsequently, the researcher also obtained the professional insights that helped on improving the conceptual model, from the respondents who are certified NLP practitioners and trainers.

The conceptual model for women leader and representative is proposed in order to guide them in the effort to garner people's trust and believability. In fact, the conceptual model assists leaders in improving their personalities that is accepted and entrusted by the followers as positive. Throughout the discussion, it is analysed that the conceptual model can be referred to before any women candidate executes the influencing campaigns. The conceptual model is aimed to be used as a guide for women to enhance their self-efficacy and persuading communication skills. With this, the researcher proposed that the utilisation of the conceptual model to be focused on during the training of the candidates.

The researcher observed that the model still needs to be tested in order to ensure its efficiency. This is included as suggestion for future research. Therefore, based on the findings presented in Chapter Four, the researcher had simplified the possible results of the application for each of the component in the model. The simplification was done by breaking each of the element's benefits which were explained into bullet and table form. The illustrations are categorised into two components, which are the NLP techniques and elements of transformational leadership, as can

be found in Table 2: NLP Techniques and the Results of Application, and in Table 3: Dimensions and Attributes of Transformational Leadership and Its Application. The tables are illustrated as follow.

TABLE 2
NLP Techniques and the Results of Application

NLP Techniques	Results of Application
Well-formedness Outcome	<ul style="list-style-type: none"> • Align beliefs and visions • Develop clear goals • Recognise future obstacles • Avoid unbeneficial goals • Foster unity in groups or followers • Stay focus and in purposeful manner • Helps manage relationships
Modelling	<ul style="list-style-type: none"> • Build effective rapport and communication • Flexible and accept changes • Minimise time to solve problems • Use the same strategies as successful people
SMART and SCORE	<ul style="list-style-type: none"> • Create clear and achievable outcomes • Assists in creating strategies for problems
Rapport	<ul style="list-style-type: none"> • Leads followers to be at ease with leaders • Helps manage relationships • Assists in solving conflicts • Exert influence • Improve communication skills • Improve negotiation skills
Pacing and Leading	<ul style="list-style-type: none"> • Reinforce relationships with followers • Gain trust from followers or people • Assists in introducing new ideas • Exert influence
Sensory Acuity	<ul style="list-style-type: none"> • Recognise state changes in people • Prepared for followers’ reactions • Improve communication skills • Exert influence

Eye Accessing Cues	<ul style="list-style-type: none"> • Identify followers' access points of information • Recognise followers' thoughts and feelings • Assists in persuasion • Compose speeches that are appealing to followers
Meta Model	<ul style="list-style-type: none"> • Reassemble words to be understandable • Helps in understanding followers • Helps to understand and interpret people's messages • Identify the followers' needs
Milton Model	<ul style="list-style-type: none"> • Get followers to engage and participate in discussions • Helps in understanding followers • Identify the followers' needs • Assists in introducing new ideas • Exert influence
Perceptual Positions	<ul style="list-style-type: none"> • Gain different viewpoints and perspectives • Helps in understanding followers • Improve communication skills • Improve negotiation skills • Prevent and resolve conflicts • Strategic planning
Swish Pattern	<ul style="list-style-type: none"> • Break or change negative habits • Change how one reacts in communication • Believe and appreciate personal abilities • Gain confidence • Control emotions
Anchoring	<ul style="list-style-type: none"> • Exert positive impressions to followers • Improve communication skills • Exert influence • Gain confidence
Meta Program	<ul style="list-style-type: none"> • Help leaders to communicate mission or vision • Helps to capture people's attention and confidence • Recognise suitable language to get people's attention • Helps leaders to reach followers • Assists leaders to create or use the language and words that are appealing
Reframing	<ul style="list-style-type: none"> • Assists leaders to create new perspective of an issue • Win back the people's confidence • Get the people to respond differently

Additionally, table below represents the application of the dimensions and attributes of transformational leadership.

TABLE 3

Dimensions and Attributes of Transformational Leadership and Its Application

Dimensions and Attributes	Results of Application
Idealised Influence (Attribute)	<ul style="list-style-type: none"> • Becoming role models for followers • Respected, admired, and trusted by followers • Demonstrate high standards of moral and ethical conduct • Entrusted on doing right things
Idealised Influence (Behaviour)	<ul style="list-style-type: none"> • Becoming role models for followers • Receptive towards change • Consistent in achieving goals and fulfilling promises • Willing to take risks
Inspirational Motivation	<ul style="list-style-type: none"> • Enhances followers' self-efficacy • Enhance followers' self-esteem • Motivate and inspire followers • Help arise team spirit and optimism • Encourage followers to envision positive future states
Intellectual Stimulation	<ul style="list-style-type: none"> • Provide environment that encourages innovation to followers • Stimulate followers to be creative • Encourage followers to try new approaches • Reframe and approach problems in new ways • Accept followers' ideas
Individualised Consideration	<ul style="list-style-type: none"> • Act as mentors or coaches • Provide opportunities for followers to improve conditions • Provide supportive environment • Accept followers' preferences and work in accordance to the preferences • Sensitive towards the followers' needs • Listen effectively • Willing to spend time with their followers

Emotional Intelligence	<ul style="list-style-type: none"> • Concern with their personal feeling and followers' emotional states • Greater augment in transformational leadership in terms of self-efficacy and behaviours toward followers • Understand the struggles and needs of followers • Enhance the stability of followers
Relations-Oriented	<ul style="list-style-type: none"> • Focus on relationships with followers • Aware of the people's needs as followers' • Ensure that their desires are in line with the followers' • Help them in improving hierarchical needs

6.0 CONCLUSION

At the beginning of the study, the researcher conducted initial investigation through systematic review, in the lens of Feminism Perspective in leadership and politics. Based on the review conducted, the researcher found a problem in the study of women in politics, in which women's representation in decision making is in lower amount. Meanwhile, the studies shown that women are lacking in terms of influencing capacity compared to their male counterparts. Viewing the issue from local perspective, women leaders' make up only 10% among the strong members in parliament. The researcher then found that there is no model that is formulated to help overcome the issue. The initial investigation led the researcher to review the use of NLP in political warfare, as well as the use leadership style.

Consequently, the researcher chose to focus on NLP techniques and transformational leadership style in helping women leaders to communicate and persuade better, and to assist them in transforming their capabilities and take into account of the followers' perspective. In the study, the researcher constructed three research objectives in order to seek for the elements that can assist in overcoming the issue. The research objectives had been fulfilled and achieved as the researcher managed to gather and analyse the data by using two qualitative methods, theoretical study and in-depth interviews.

The researcher proposed a conceptual model that can be practiced by women leaders in political warfare. The findings were expected to assist

and contribute to various parties. In a nutshell, the researcher proposed a conceptual model in the effort to help boost women's political representation and also to foster people's confidence, trust, and support towards them. The researcher believes that women leaders who are equipped with the NLP and transformational leadership elements will be able to transform themselves into great and influential leaders. Hence, the research is contributed to the idea and effort to improve women's representation and people's trust toward political party.

6.2 Recommendations

In order to design an extensive or comprehensive model for women leader and representative, further investigations can be conducted regarding the communication patterns used by local women politicians. For instance, future researchers can conduct an experiment on women leaders' communication skills by assessing their speeches or video speeches or conferences, and identify the beneficial or non-beneficial language or communication patterns that they used. This assessment might include qualitative content analysis, in which future researchers can identify which politicians can be the examples that can be referred to in terms of communicating their thoughts or initiatives to the people.

The study was conducted with the idea to propose a conceptual model for women leader and representative; hence, the insights from women experts and practitioners are needed in order to eliminate biasness in viewpoints and validation. In the future, the researcher suggested that academicians can conduct interviews with the professionals of transformational leadership and further validated the conceptual model. In addition, the interviews with a number of professionals from the field will ensure the study to be more advantageous and calibrated with the idea to converge NLP and leadership perspective.

In the future, academicians can integrate the use of NLP and transformational leadership with the theories of women's representations in politics. Generally, the concept of political representation coined by Hanna Pitkin exemplifies the types of representation in leadership and politics. There

are several types of political representation that are described by previous scholars; for instance, women leaders who adopt substantive representation would be able to achieve more, compared to others, in which the leaders advocate on behalf of certain groups - leaders who advocate for their followers' needs and interests are often suggested by scholars.

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