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## RATIONAL SENSITIVITY IN ORGANIZATIONAL MANAGEMENT NATIONAL CONFERENCE

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### Introduction

Rational sensitivity is the term used by Ellis in his book 'Executive Leadership' to label the changing role of management in dealing with workplace problems. Over the years of initiation of REBT many professionals have recognised the application of REBT to deal effectively with workplace problems (DiMattia 1991). REBT has been also applied to spheres other than mental health. REBT in the educational field has generated rational emotive education, to the work environment has produced rational effectiveness training or REBT coaching, and to pastoral field has generated rational pastoral counselling. A new emerging and developing field is that of using REBT in genetic counselling (David 2014).

The role of management is continually being scrutinized and transformed (Kerby 1993). Management has to frequently be on alert to understand and model the new practices needed to keep the organization thriving. Today we see the managements shift from the classic model of 1) planning, 2) organizing, 3) controlling 4) Coordinating and 5) Commanding (Payol, H, 1949) to act as coach and counsellor to the workforce they supervised.

Peter Senge in his book 'The Fifth Discipline, The Art and Practice of the Learning Organization' states that in today's organization, the managers and executive's roles differ vividly from that of the charismatic decision maker. Leaders are designers, teachers, and stewards. These roles require new skills viz; the ability to build shared vision, to bring to the surface and challenge prevailing mental models, and to foster more systemic patterns of thinking. In short, these leaders in corporate organizations are responsible for building organizations where people are continually expanding their capabilities to shape their future (Senge 1990).

Senge (1990) has also characterized the new management role in describing its emphasis on vision, values and mental models which is more strongly connected to internal beliefs that are held by the individual. Similarly, focusing on the concept of leadership, it is believed that, the executives who are most flexible in mind will be today's successful business leaders (Peters 1988).

### Rational Emotive Behaviour Therapy

Rational emotive behaviour therapy, also know REBT is a form of cognitive behaviour therapy that stresses reorganizing cognitive and emotional functions, redefining problems, and changing attitudes in order to develop more acceptable patterns of behaviour.

Ellis believes that people have both self-interest and social interest (Cited Gladding 2009). However, Weinrach states that REBT also assumes that people are inherently rational and irrational, sensible and crazy' (Cited Gladding, 2009). According to Ellis this latter duality is biologically inherent and maintained unless a new way of thinking is learned (Cited Gladding 2009). Irrational thinking, irrational beliefs (IBs), may include the intention of upsetting and disturbing thoughts. Ellis also believes that human beings are innocent, highly suggestible and are easily disturbed. Individuals have the means to control their thoughts, feelings and actions in themselves but they primarily should realise what they are telling themselves (self-talk) to gain command of their lives (Cited, Gladding 2009). This is a matter of personal, conscious awareness. Ellis does not include the unconscious in his concept of human nature (Gladding 2009).

REBT is a short-term form of psychotherapy that helps you identify self-defeating thoughts and feelings, challenge the rationality of those feelings, and replace them with healthier and more productive beliefs. REBT emphasizes mostly on the timely help to understand that unhealthy thoughts and beliefs create emotional distress which, in turn, leads to unhealthy actions and behaviours that interfere with our current life goals. Negative thoughts and actions once identified and understood, can be changed and replaced with more positive and productive behaviour, allowing you to develop more successful personal and professional relationships (The Albert Ellis Institute, 2002).

This paper is focussing on using REBT in organisational management for dealing and solving various workplace and management problems and also how to integrate REBT in various organisational training programs. We have reviewed various research papers, articles, case studies and books on REBT and management for this paper.

recognize that humans do not function by stimulus-response exclusively and that cognition is a significant factor in maintaining high moral (Bernard, 1991).

#### **Training Human Resource(HR) in REBT**

Training HR in REBT requires commitment in understanding that REBT and its application to training will enhance their skills and improve existing trainings. It is important to realize and emphasize that REBT is an added tool that will make them and their program more effective. HR often like to have quick fix approaches but to make REBT effective it is obligatory to make long-term commitment to its training. We can initiate with short-term programs introducing REBT and convey them that if they become more skilled in REBT approach, their work will be more cost-effective as they will not require consultant from outside to conduct training or redesign existing curriculum. They should continue discussing that a consistent view of human behavior by HR will ultimately create a corporate culture of flexible employees who are able to handle their own frustration which in turn will reduce the pressure on organization to change. Similarly, it can be pointed out that REBT is an easily understood approach which easily can help employees with daily problems.

It is also important to disagree with HRs own low frustration tolerance for quick solutions and at the same time emphasize the long-term benefits of being an REBT expert in the organization. While conducting training for HRs extensive lecturing should be avoided. Use job related examples and design small group exercises which can allow them apply the techniques during workshop. Systematic curriculum building exercises are also useful. We can start with existing programs and work as group to redesign it with REBT principles. Techniques taught in REBT often include models of effective listening. Unfortunately, most individuals stop listening when they hear information that challenges their existing beliefs and then they react emotionally this reaction interferes their ability to listen. If the HR is made to identify that, their trigger behavior of emotional reaction is a result of their rigid beliefs, their ability to listen can be strengthened than they reacting to that behavior emotionally. It is also important to spend time with individual group members on their own rigid beliefs that interfere effective working however should avoid to pressurizing individuals to self-disclose (DiMattia, 1991).

#### **Conclusion**

Nevertheless, REBT is misinterpreted as accepting inadequate performance by accepting self as imperfect. We have so far seen the usefulness of applying REBT in organizational management for the effective working, enhancing moral, decreasing absenteeism, punctuality and prosperity in an organization. It is also necessary to clearly state that REBT improves performance by reducing anxiety and tension created by perfectionist thinking of management. REBT helps people achieve excellence with minimum distress. REBT is not an approach which lowers standards but focuses on different strategy to achieve high standards. REBT provides organizations with strategies for achieving organizational goals that will reduce counterproductive behavior.

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