RATIONAL SENSITIVITY IN ORGANIZATIONAL MANAGEMENT NATIONAL CONFERENCE

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Rational sensitivity is the term used by Ellis in his book Executive Leadership' to label the Loanging role of management in dealing with workplace problems. Over the years of initiation of REBT many professionally rate also applied to application of REBT to deal effectively with workplace problems Divisionally). REBT has been electrical to appears other than mental health REBT in the educational field has generated rational protocol rational effectives training or REBT coaching, and to parteral generated rational pertonal counselling. A new consiging and developing field in the of using REBT in

to take of menagement is continually being sometimized and another and (Kerby 1993). Management has to uponly be on nich to understand and model the new practices needed to keep the organization thriving. Today and 5) Commanding Fayol H, 1949; to ad as enach and counsellor to the workforce they repervised.

Perer Sense in his book the The most resolute.

Perer Senge in his book the The Fish Discipline. The An and Practice of the Learning Organization' states the intendry's organization, the managers and executive's roles differ vividly from that of the charisments decision makes being to the surface and challenge provailing mental models, and to forder more systemic patterns of thinking to those leaders in corporate organizations are responsible for publishing organizations where people are formal to the surface and their capabilities to shape their future(Senge 1990).

Sange (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, todays successful business leaders (Peters 1938).

Rational Emotive Behaviour Therapy

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

Ellis believes that people have both self-interest and notical interest (Ched Cladding 2609). However, Weinrush states that REBT also assumes that people are inherently rational and irrational, sensible and crazy (Ched Giadding 1609). According to Ellis this latter duality is biologically inherent and maketained unless a new way of thinking incurred (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 stally disturbed individuals have the means to control their thoughts, feelings and actions in themselves had are stally disturbed realise what they are telling themselves (self-talk) to gain command of their lives (heed, Gladding 2009). This is a nature (Gladding 2009).

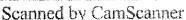
REBT is a short-term form of psychotherapy that helps you identify self-defeating thoughts and feelings, entitlenge the rationality of those feelings, and replace them with healthist and more productive beliefs. REBT emphases hoosely on the timely help to understand that unleadthy thoughts and beliefs essent emotional distress which in turn, have identified and understood, can be changed and replaced with more positive and productive behaviour, alterning from the develop more successful personal and professional relationships (The Albert Ellis feature, 25(2)).

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

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As we know corporations are already spending crores of rupoes in conducting short-term training programs for bringing efficacy in its organizations. Similarly, REBT can also be an cost-offsetive training program for increasing the officiency of an organization in this highly competitive corporate world.

While integrating REBT in training programs, it is important that we avoid mentioning therapy' initially in the training. As a trainer, thepsychotherapists just have to constantly reinforce the notion that these techniques will increase the productivity. Likewise, these techniques will reduce the amount of time that the workers spend in engaging in selfdefeating reactions due to frustrating circumstances. As much as possible mentioning about emotions and feelings should also be avoided. We should avoid using clinical examples and be constant in using job related examples. The REBT trainer is not increasing job satisfaction but constantly demonstrating the relationship between job satisfaction and productivity.

Prostrated workers may spend an excessive time ruminating about the unfair situations existing in organization instead it would be better to point out to them that the time they spend in ruminating is wasted and unproductive. If REBI disputing techniques are applied, he/she may be able to focus on their work and thus increase the probability of finding some solution to the problem. The focus of training is always on the relation between self-defeating beliefs and low productivity, not on emotional or irrational consequences. Trainings should constantly reinforce the ideas that if the individual develops flexible, adaptable ideas the environment becomes less confrontational and problem solving can occur.

The preventive nature of REBT more emphasized during the training sessions rather than its treatment aspect. If REBT is incorporated in already existing training programs it will improve the effectiveness of those programs and create a workforce that will respond more effectively to fluctuating challenges of corporate world.

There are several training programs like Performance appraisals, communication skills, sales effectiveness making ecc. which REBT can improve. They will respond to change in adaptive manner rather than interfere new ideas or programs. REBT can also significantly improve management development programs. By teaching the participant managers to identify their rigid beliefs subsequently to dispute and change these beliefs, organizations will develop flexible managers who will be capable of making creative decisions. Managers will not be able to make proper decisions if their thinking is limited by preconceived ideas about a solution.REBT can effectively assist organizations in identifying the attitude and values that keep managers away from changing their rigid ideas.

Majority of the organizations are plagued with low productivity. A substantial percentage of the workforce is unable to focuson the assigned tasks. Organizations are desperately trying to confront problems of absenteeism, chronic tardiness, and high turnover. Most of the traditional behavioursipractices of reinforcement and punishment are being unsuccessible Power, money, power, and recognition also seem to maintain behaviour only in the short run. It appears that organizations are confronted with worldorces that have self-defeating artitudes and beliefs about work that the organizations reinforce. It is therefore necessary that these beliefs are directly confronted in the corporate training programs and in the propaganda issued to motivate and sustainthe workers.

Another problem faced by organizations seems to be extensive low morale, which, of course, is related to the low productivity. Even though work environments have constantly improved over the years, employees are steadily dissatisfied with their jobs. Corporations are constantly experimenting with environment as they try to create optimal working conditions for their employees. Yet, these workers seem to be dissatisfied. Anyone who has any awareness of human behaviour from an REBT perspective, recognizes that changing as when self-defeating beliefs are present is only dealing with the external symptoms and is not focusing on the underlying issues causing the disruptive behaviour Therefore, organizations need to be taught the relationship between beliefs and behaviour. They must be re-educated to

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Result:-

The Girls individual game players had significantly high internal locus of control than the boys' individual game players. The Girls individual game players have more sports anxiety than the boys individual game players.

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