

RATIONAL SENSITIVITY IN ORGANIZATIONAL MANAGEMENT

NATIONAL CONFERENCE

DR. SUJATA DEORE

MS. SKEEMANIKALJE

Introduction

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

the role of management is continually being continued 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 (Fayol, 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 (Peterson 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, Weirbach 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 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, 2012).

This paper is focusing on using REBT in organizational 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.

Integrating REBT in Training Program

As we know corporations are already spending crores of rupees in conducting short-term training programs for bringing efficacy in its organizations. Similarly, REBT can also be an cost-effective training program for increasing the efficiency 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, the psychotherapists 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 self-defeating 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.

Frustrated 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 REBT 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 etc., 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 focus on the assigned tasks. Organizations are desperately trying to confront problems of absenteeism, chronic tardiness, and high turnover. Most of the traditional behaviours/practices of reinforcement and punishment are being unsuccessful. Power, money, power, and recognition also seem to maintain behaviour only in the short run. It appears that organizations are confronted with workforces that have self-defeating attitudes 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 sustain the 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

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.

References:

1. Cohn, P. J. (1990). Preperformance routines in sport: Theoretical support and practical applications. *The Sport Psychologist*, 4, 301-312.
2. Groth-Marnat, G., & Pegden, J. (1998). Personality correlates of paranormal belief: locus of control and sensation seeking. *Social Behavior and Personality*, 26, 291-296.
3. Kanfer, F. H. (1977). The many faces of self-control, or behavior modification changes its focus. In R.B. Stuart (Ed.), *Behavioral self-management: Strategies techniques, and outcomes* (pp. 1-48). New York: Brunner/Mazel.
4. Kerr, G. A., & Goss, J. D. (1997). Personal control in elite gymnasts: The relationship between locus of control, self-esteem, and trait anxiety. *Journal of Sport Behavior*, 20, 69-83.
5. Tashakkori, A., & Thompson, V. D. (1991). Race differences in self-perception and locus of control during adolescence and early adulthood: Methodological implications. *Genetic, Social & General Psychology Monographs*, 117, 135-153.
6. Ntoumanis N & Jones G (1998) Interpretation of competitive trait anxiety symptoms as a function of locus of control beliefs. *International Journal of Sport Psychology* 29, 99-114.
7. Rotter, J. B. (1966). Generalized expectancies for internal versus external control for Reinforcement. *Psychological Monographs*, 80 (1, Whole No. 609).
