

**“THE MAKING OF HIGH SKILLED & EXECUTING TEAMS IN THE
WORKPLACE”- WITH SPECIAL REFERENCE TO PROFESSIONALS**

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ABSTRACT

The last two decades have ushered in the knowledge and information era. Along with it came rapid changes in areas like technology, Communication, Work culture, women empowerment, lifestyles changes etc, Though the changes were global and rapid, vast numbers of people haven't really had enough time and understanding of the changed environs, to make a healthy adoption. As a result, we are witnessing some unhealthy repercussions like increased stress, lack of work life balance, improper anger management, lifestyle related disorders, low self-esteem, lack in self confidence. Quite often when these concerns grow beyond the individual's tolerance threshold, it begins to tell on the personal and professional life. Stress impacts concentration and motivation levels at work, as well as causing decreased job satisfaction and employee morale leading to overall decrease in productivity. Stress in personal life due to marital problems or other family problems also causes decreased concentration levels, poor motivation and absence from work in cases of domestic violence. Most often working professionals lack the time to go out to meet a counselor. There is also a concern of being seen at counselor's office although stigma has largely reduced. This makes them shy away from seeking help. Thereby keeping the problem alive and burning. By introducing "Assembly Advising" as an Employee Awareness Programme, companies gain by seen as benevolent and genuinely caring for the well being of employee. This not only helps in addressing the immediate concern of decreased productivity, more importantly it helps to reduce stress related attrition. By getting freedom from stress through Assembly Advising, facilitated by the company, employees not only feel empowered and highly motivated, there is also increased loyalty towards the company.

The paper "**Assembly Advising**" focuses mainly on explaining

1. The need and importance of Assembly Advising at workplace.
2. How Assembly Advising can navigate successfully towards creating competent teambuilding.
3. Innovative methods of practicing Assembly Advising in the corporates.
4. Advantages and Disadvantages of Assembly Advising.
5. Problems in Assembly Advising at workplace.

6. Findings and conclusions.

Research Methodology: Research was carried out with a sample of 60, from the MBA department, to explore Interest in Assembly Advising. The methodology was drafting of a questionnaire based on the above-mentioned objectives of the paper and analyzing the data.

Key words- Assembly Advising, Globalization, Work place, Team Building, Stress.

INTRODUCTION

Counselling or advising is a wonderful twentieth-century invention. We live in a complex, busy, changing world. In this world, there are many different types of experience that are difficult for people to cope with. Most of the time, we get on with life, but sometimes we are stopped in our tracks by an event or situation that we do not, at that moment, have the resources to sort out. Most of the time, we find ways of dealing with such problems in living by talking to family, friends, neighbours, priests or our family doctor. But occasionally their advice is not sufficient, or we are too embarrassed or ashamed to tell them what is bothering us, or we just don't have an appropriate person to turn to. Assembly advising is a really useful option at these moments. In most places, Assembly Advising is available fairly quickly, and costs little or nothing. The counsellor or advisor does not diagnose or label you, but does his or her best to listen to you and work with you to find the best ways to understand and resolve your problem. For the majority of people, between one and six meetings with a counsellor are sufficient to make a real difference to what was bothering them. These can be precious hours. Where else in our society is there the opportunity to be heard, taken seriously, understood, to have the focused attention of a caring other for hours at a time without being asked to give anything in return?

Being a counsellor or advisor is also a satisfying and rewarding work role. There are times when, as a counsellor, you know that you have made a profound difference to the life of another human being. It is always a great privilege to be allowed to be a witness and companion to someone who is facing their own worst fears and dilemmas. Being a advisor is endlessly challenging. There is always more to learn. The role of advisor lends itself to flexible work arrangements. There are excellent advisors who are full-time paid staff; others who work for free in the evenings for voluntary agencies; and some who are able sensitively to offer a counselling relationship within other work roles, such as nurse, doctor, clergy, social worker or teacher.

This paper is about Assembly Advising. It is a paper that celebrates the creative simplicity of advising as a cultural invention which shall make a huge contribution to the quality of life of millions of people. The aim of this paper is to provide a framework for making sense of all the different aspects of counselling as it exists in contemporary society, while not losing sight of its ordinary simplicity and direct human value.

Need of Assembly Advising

The last two decades have ushered in the knowledge and information era. Along with it came rapid changes in areas like technology, Communication, Work culture, women empowerment, lifestyles changes etc, Though the changes were global and rapid, vast numbers of people haven't really had enough time and understanding of the changed environs, to make a healthy adoptions. As a result we are witnessing some unhealthy repercussions like increased stress, lack of work life balance, improper anger management, lifestyle related disorders, low self-esteem, lack in self-confidence. Quite often when these concerns grow beyond the individual's tolerance threshold, it begins to tell on the personal and professional life. Stress impacts concentration and motivation levels at work, as well as causing decreased job satisfaction and employee morale leading to overall decrease in productivity. Stress in personal life due to marital problems or other family problems also

causes decreased concentration levels, poor motivation and absence from work in cases of domestic violence.

Most often working professionals lack the time to go out to meet a counsellor. There is also a concern of being seen at counsellor's office although stigma has largely reduced. This makes them shy away from seeking help. Thereby keeping the problem alive and burning. By introducing Assembly Advising as an Employee Awareness Programme, companies gain by seen as benevolent and genuinely caring for the well-being of employee. This not only helps in addressing the immediate concern of decreased productivity, more importantly it helps to reduce stress related attrition. By getting freedom from stress through counselling or advice, facilitated by the company, employees not only feel empowered and highly motivated, there is also increased loyalty towards the company.

In India, the awareness about need and importance of counselling is quite low as compared to foreign countries. But here as well, people now understand the need to communicate their

deepest feelings to a counsellor inside of bottling them inside. Corporates have started keeping a position of counsellor who can deal with employee who requires counselling. This is quite an important step because the employees are the future of the company and if some things are holding them back then they do need expert advice to break free and live a fully cherished corporatelife.

Assembly Advising is an employee support intervention that is usually short term in nature and provides an independent, specialist resource for people working across all sectors and in all working environments. Giving all employees access to a free, confidential, assembly advising service can potentially be viewed as part of an employer's duty of care. There is an urgent need of introducing and strengthening the assembly advising service in the companies of our country to meet the various needs of the service excellence and the overall system.

1. To help in the total and overall development of the employee.
2. To help in the proper choices of courses of action to be taken by employee.
3. To help in the proper choices of carvers.
4. To help in the employees in vocational development.
5. To develop readiness for choices and changes to face new challenges.
6. To minimize the mismatching between education and employment and help in the efficient use of manpower.
7. To motivate the freshers for self-improvement.
8. To help freshers establish proper identity guidance and counselling service is needed to help employees deal effectively with the normal developmental tasks and face life situations boldly.
9. To identify and motivate the employees form weaker sections of performance.
10. To help the employees in their period of turmoil and confusion.
11. To help in checking wastage and stagnation.
12. To identify and help employees in need of special help.
13. There are such employees as the gifted, the backward the handicapped who need special opportunities. They need special attention and opportunities.

14.To ensure the proper utilization of time spent outside the offices. The manner in which employee spend their non-office hours clearly affects their success in achieving both professional competence and personal development of all types a positive direction to employees should be provided by influencing how they can use those non officehours

15.To help in talking problems arising out of employee population explosion.

16.To check migration to prevent brain drain.

17.To make up for the deficiencies of home.

18.To minimize the incidence of indiscipline.

How Assembly Advising can navigate successfully towards making high skilled & executing teams in the workplace.

Counselling or advising is definitely one service that can help people learn to manage themselves. Different people since the beginning of mankind e.g. Parents, teachers, friends, elders, etc have used counselling in some way or the other. It was to the family doctor that people went most frequently. Today of course it is a very specialized service and a profession in itself. Pressure at work place and at home, lack of support system such as elders and the mismatch of expectations are the reasons for disharmony between employees & there is unfriendliness.

Employee counselling/advising has emerged as the latest HR tool to attract and retain the best employees and increase the quality of the workforce. In today's fast-paced corporate world, there is virtually no organization free of stress and stress-free employees. The employees can be stressed, depressed, suffering from too much anxiety arising out of workplace related issues like managing deadlines, meeting targets, lack of time to fulfil personal and family commitments, or bereaved and disturbed due to some personal problems.

Organizations have realized the importance of having a stress-free yet motivated and capable workforce. Therefore, many companies have integrated the assembly advising services in their organizations and making it a part of their culture. Organizations are offering the service of assembly advising to its employees.

Assembly advising can be defined as the provision of brief psychological therapy for employees of an organization, which is paid for by the employer. An 'external' service, such as an Employee Assistance Program (EAP), typically comprises face-to-face counselling, a telephone

helpline, legal advice and critical-incident debriefing. In an 'in-house' service, counsellors may be directly employed by the organization.

Assembly advising offers employees a facility that is confidential, easily accessed (initial appointment normally within 2 weeks), provides a properly qualified and supervised practitioner, does not raise the threat of a diagnosis of psychiatric disorder, and promises to alleviate distress within a reasonably short period of time (most services allow a limited number sessions in any one year).

Assembly advising offers the employer a service that is valued by employees, has the potential for savings by reducing sickness absence, takes pressure off managers through the availability of a constructive means of dealing with 'difficult' staff or situations, and contributes to its reputation as a caring employer. Workplace counselling is often viewed by employers as an insurance policy against the threat of compensation claims made by employees exposed to work-related stress.

Assembly Advising Can Navigate Successfully in Making High Skilled & Executing Teams in the Workplace Based on the Following Realities:

1. Every company involves conflicts and conflict management is a skill that many of the employees lack in. Assembly advising will help the team members to bond better and make relationships smoother and with fewer conflicts.
2. Assembly advising also helps one improve the skill of decision making, reduce tension, maintain a better self-esteem and confidence and feel more positive and optimistic towards life. So, instead of pushing oneself in dark one can actually seek a professional counsellor and try live life with a better approach to it.
3. It is true that complications and problems are inevitable in human life but we all acknowledge the fact that great disasters also hurt less if we have someone to support us. If team members feel emotionally tired and helpless, employees must seek counselling from someone they trust. Sharing their problems does reduce the pain but if the issue is way too complicated then seek an expert advice from a counsellor.
4. Assembly advising should include what an employee did wrong, what the correct procedure is, and use an open dialog to make sure the employee understands what is expected. If an employee continues to make the same error, or errors that fall into a similar category, it may be

that the employee needs more formalized training. With few exceptions, it's also unfair to write up employees for committing errors if they are unaware of what is expected. Better to hold an informal counselling session and

address the matter discreetly. If mistakes are serious, employees can be informed that subsequent violations may lead to formal documentation. The purpose here is to develop employees, not tear them down or punish them without due process.

5. Assembly advising also applies to developing career paths. And, just like in the situation above, managers can blow it here, too, thus by creating competent team.

6. Performance appraisals are for evaluating employee behaviour against what they know to do. But if they don't know what to do, employees should receive counselling. It's a proven, valuable, effective way to develop a better workforce.

7. We can evidently witness ample improvement in employee performance & therefore increase in productivity by assembly advising.

8. Absenteeism of the employees can be minimized by motivating personal growth of employees, by offering help in many situations that are causing emotional stress through assembly advising.

9. Assembly advising creates a culture for greater synergy in organizational learning and development with the employees.

10. Assembly advising help the employees to increase their self-awareness regarding their thinking patterns and behavioural tendencies so as to make them more effective as an individual and in turn effective in their job also.

Advantages and Disadvantages of Assembly advising:

Advantages:

1. Get to touch the life of an employee.
2. The employees get an opportunity to work with a variety of professionals who are all concerned about the welfare of the team/company.
3. Employees build up their self-esteem and confidence.
4. The employees will also be able to change their attitude towards life after a few sessions of counselling.

5. With depression, the employees tend to think of the worst case scenario, leading to unhealthy ways of reacting to situations. Plymouth State University notes that

counselling helps the employees to make better decisions, as the counselling teaches the patient how to deal with problems in a healthy way. For example, if the employee hurts herself in response to a disappointment, such as a poor grade, the therapist will teach the employee a safer way of dealing with that situation, such as doing breathing exercise. This skill can help the employee increase their self-confidence and work through problems.

6. In assembly advising employees learn from each other.

7. In assembly advising employees can practise new interpersonal skills in group.

8. In assembly advising employees hear a range of perspectives from the group members.

9. In assembly advising employees learn problem-solving skills.

10. In assembly advising, through giving and receiving feedback, employees give and receive peer support.

11. In assembly advising employees can come out of their isolation.

12. In assembly advising employees have an opportunity for validation.

Disadvantages

1. Assembly advising might drain employees emotionally and physically.

2. Work for many people.

3. In assembly advising employees may have needs that are not met by the group.

4. In assembly advising employees may be resistant to participate in a group.

5. The assembly advising agency may not have sufficient employees to support a group.

Problems or difficulties in assembly advising at workplace:

1. Assembly advising in the corporates is much challenging and painful. With the best will in the world, some situations may take a long while to shift or be literally impossible to change. Regardless of what employees believe, employees cannot change in their external life.

2. Organisations sometimes think that the assembly advising provision they are paying for

should only be used to address issues directly relating to the employee's work life. While work-related issues, including stress, overwork, bullying and difficult colleagues, can of course directly impact an employee's performance, personal issues can have a similar negative impact.

3. Organisations that have people trained in assembly advising will be better able to handle their people issues than those that do not. But hiring good counsellor at organization is really tough task as the counsellor has to leave his regular clients and should attend the organizations.

4. Sometimes, the organizations are in confused state "When to counsel", from new managers to new products and technology, keeping up with all the change at any workplace, counselling can be overwhelming and frightening.

5. Assembly advising is a sensible investment. When employees know that the company cares about their well-being, morale and output improves. Sometimes the employees demoralize the company and its success, in such cases it is better to deal with problems early before they undermine the company and its success.

6. One counselling will not result in the immediate employee improvement. An employee may need an adjustment period and probably some time to steadily improve. Thus, cluster counselling requires extreme time.

7. The employees and managers together must be committed to the counselling process for the employee's efforts to improve and reward the employees. But due to status quotient, managers are not willing to undergo counselling with the employees.

8. Assembly advising is not about giving advice, but helping in understand difficulties of the employees (Personally & Professionally). Counsellor can work with the employees to help them make decisions and changes that may work better for them. But due to hesitant behaviour of employees, counsellors are lacking in meeting the nearest phase of corporate expectations.

9. Workplace counsellors should have a sound counselling diploma as a prerequisite, but how they gain their experience of working in organisations can be varied.

10. Workplace counsellors should be members of a professional association, such as the BACP. The BACP's register has been accredited by the Professional Standards Authority, which means that it meets high standards in respect of governance, standard setting, education and training,

management, complaints and information. In addition, BACP members are bound by the association's highly regarded ethical framework for good practice in counselling and psychotherapy and are subject to its professional conduct procedure. Many BACP members are also accredited. These members have additional areas of expertise, skills and knowledge, on top of their original training. In order to retain their accredited status they are required to keep up to date with training and continuing professional development, and as such they are widely recognised as the "gold standard" within the profession.

11. Workplace counsellors now enjoy a long-established relationship with allied professionals, often working closely with HR representatives, trade unions, health and safety practitioners; However, it is important to remember that counsellors need to equip themselves with sufficient knowledge and skills to provide an employee with complete counselling.

12. Workplace counsellors offer support to people in organisations across all sectors, locations and sizes. Some organisations pay for counselling by recruiting a workplace counsellor either full time or part time, or on an ad hoc basis, depending on the size of the workforce. Several factors, primarily the size of the organisation and the funds available, dictate how counselling is provided within an organisation. More important than the type of service used is the understanding that counselling must be confidential

and voluntary, but is used as a conditional requirement or as part of a disciplinary process.

13. Employee counselling needs to be tackled carefully, both on the part of the organization and the counsellor. The counselling can turn into a sensitive series of events for the employee and the organization; therefore, the counsellor should be either a professional or an experienced, mature employee.

14. The counsellor should be flexible in his/her approach and a patient listener. The counsellor should have the warmth required to win the trust of the employee so that he/she can share thoughts and problems without any inhibitions.

15. Active and effective listening is one of the most important aspects of the employee counselling.

16. Time should not be a constraint in the process.

17. The counsellor should be able to identify the problem and offer concrete advice.

18. The counsellor should be able to help the employee to boost the morale and spirit of the employee, create a positive outlook and help employees to make decisions to deal with the problem.

RESEARCH METHODOLOGY

The research methodology used here was exploratory research method with technique of quota sampling. The sample size being 60 of only MBA professionals and survey was on the basis of the following issues.

a) Assembly advising

b) Implementing assembly advising at corporates.

c) The interest of employees in getting counselled or advised.

All the respondents were briefed about assembly advising at workplace (Need, Importance and its role in corporates). Then respondents were made to experience one counselling exercise. Finally they were asked to answer a questionnaire.

Sample size : 60.

Sampling Technique : Quota Sampling.

Data collection Procedure : Questionnaire technique.

Objective of the study : **a.** To explore interest of assembly advising.

b. Implementation of assembly advising at corporates.

c. Employees interest in getting counselled.

HYPOTHESIS

H₀: There is a perfect positive correlation between assembly advising making high skilled & executing teams in the workplace.

H₁: There is a perfect negative correlation between assembly advising and making high skilled & executing teams in the workplace.

FINDINGS:

Tabulation of the data collected:

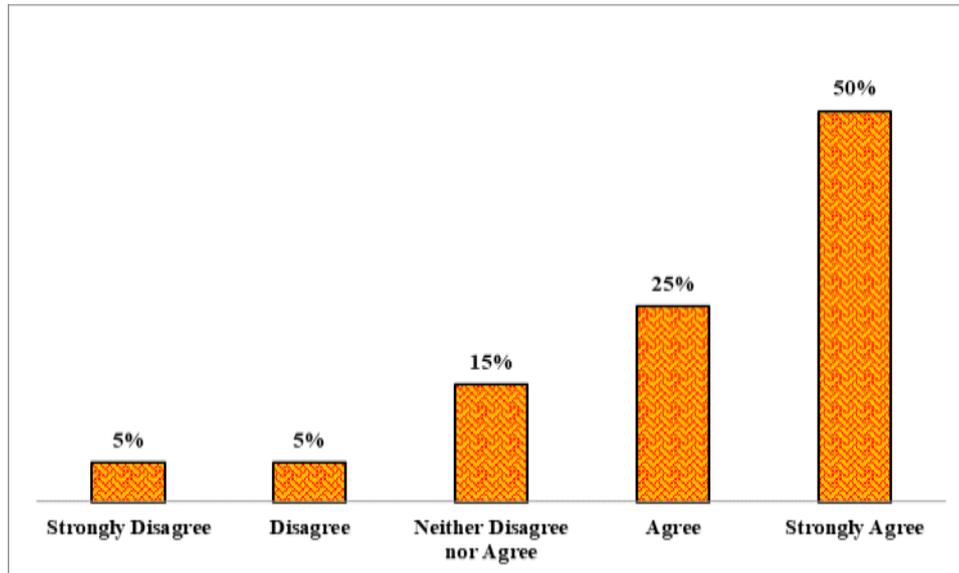
SI No	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
1	5%	5%	15%	25%	50%
3			15%	85%	
4			15%	15%	70%
5				5%	95%
6					100%
7			5%	15%	80%
8			10%	25%	65%
9			15%	25%	60%
10				10%	90%
11			20%	80%	
12					100%
13			5%	15%	80%

SI No	Personal Interest	Professional Pressure	Other Factors
2	75%	15%	10%

SI No	Perfect Positive	Perfect Negative	No Relation
14	100%	-	-

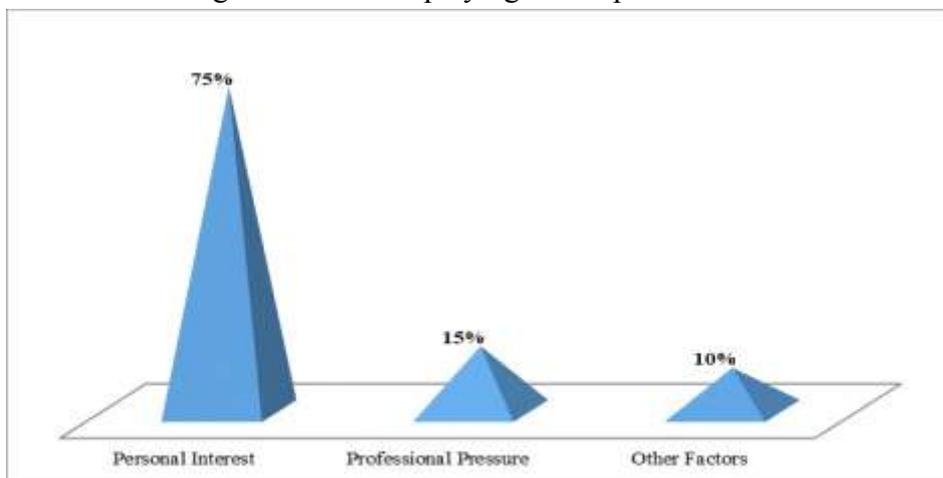
DRAWINGS

13. The following is the bar chart displaying the respondent's view about whether assembly advising will create competent high performance team.



We clearly witness that 50% respondents strongly agree for the cause mentioned.

14. The following is the chart displaying the respondent's view of interest in assembly advising.

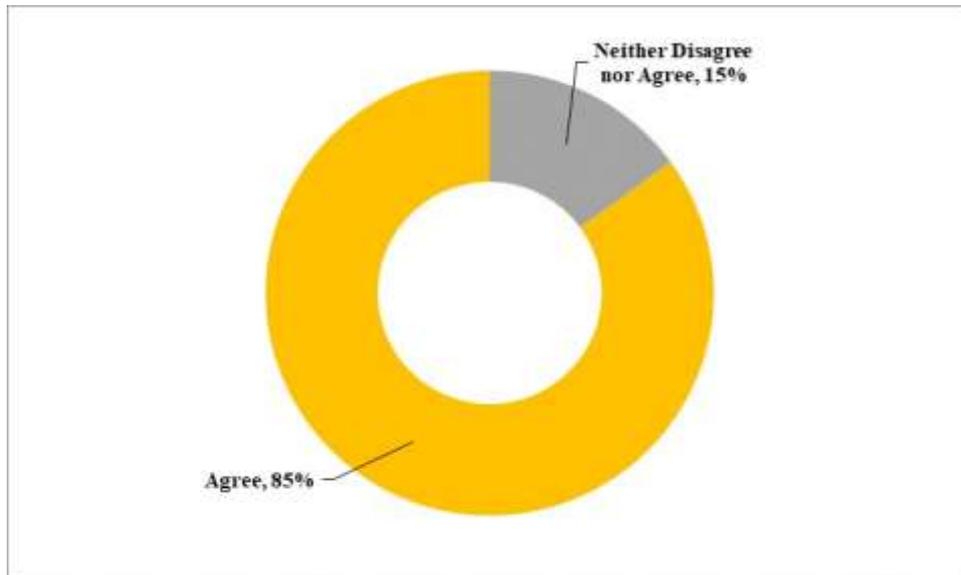


We clearly witness that majority (75%) of the respondents' state that interest in assembly advising mainly depends upon their personal interest.

15% of the respondents state that counselling in corporates will be because of professional pressure.

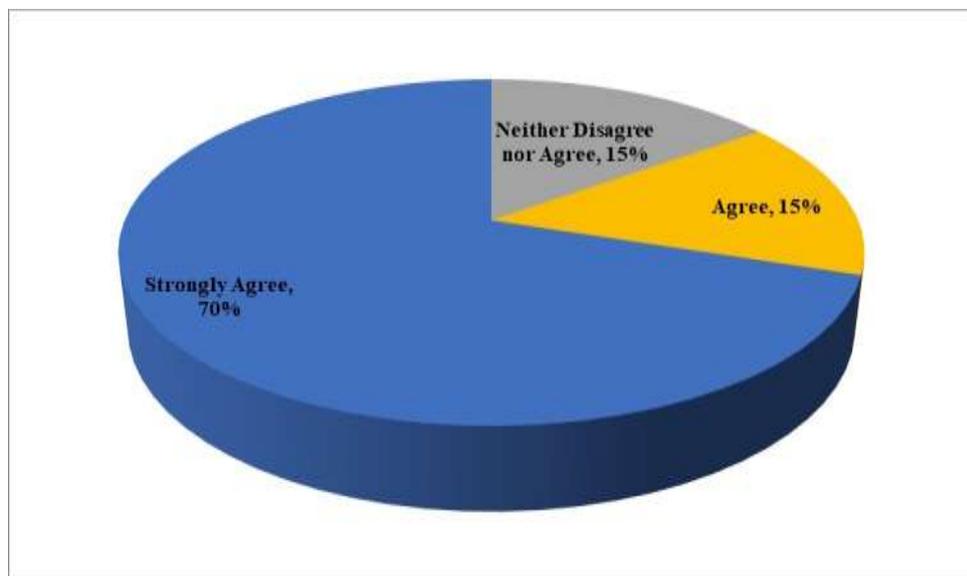
10% of the respondents state that interest in counselling will be for other factors.

15. The following is the chart displaying respondent's view about whether assembly advising will wipe off negative thoughts of the employees.



We clearly witness that 85% respondents strongly agree for the cause mentioned.

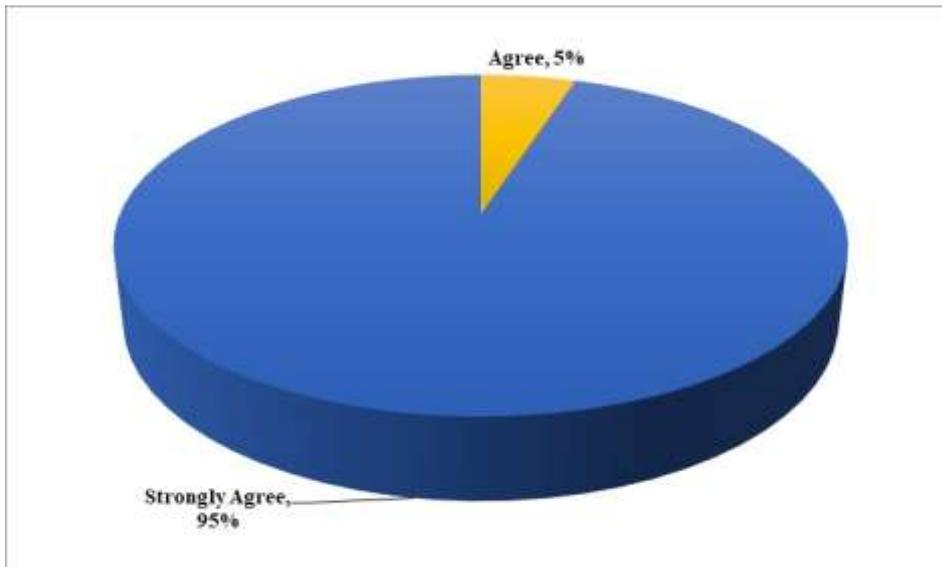
16. The following is the chart displaying respondent's view about whether assembly advising will support for employee's psychological, professional and personal welfare.



We clearly witness that majority (70%) of the respondents state that assembly advising will support for employee's psychological, professional and personal welfare.

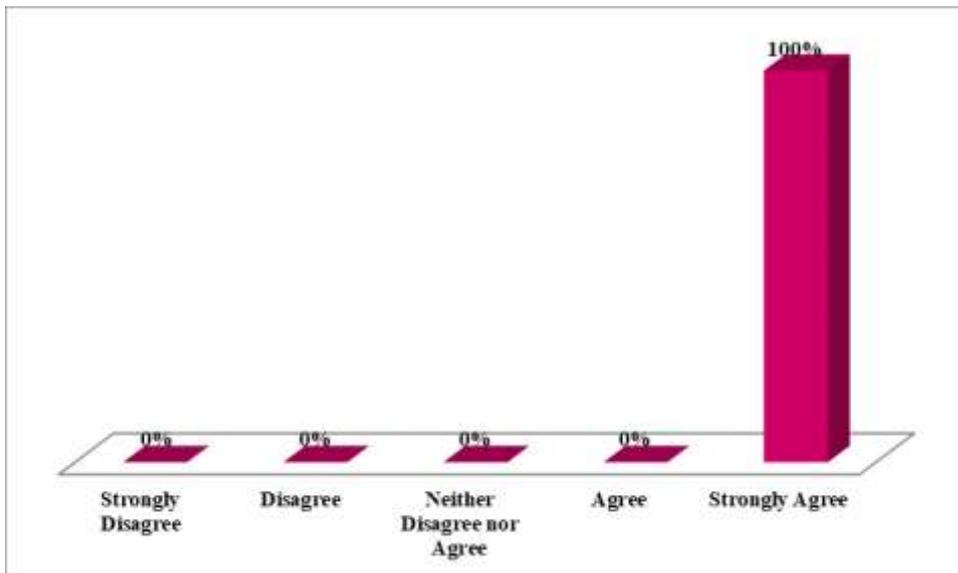
17. The following is the chart displaying respondent's view about whether assembly advising will

benefit for the business.



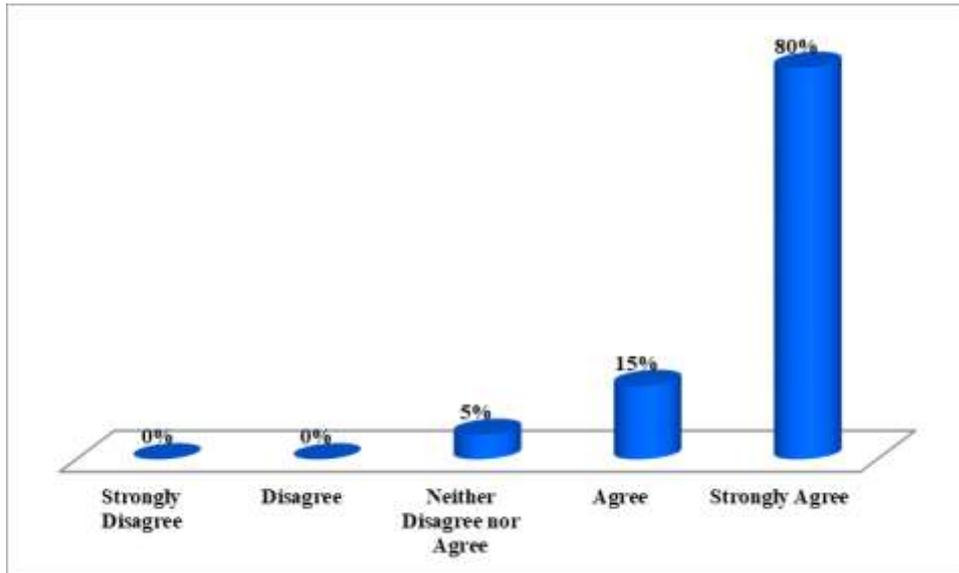
It is evidently noticed that 95% of the respondents strongly agree that assembly advising will benefit for the business.

18. The following is the chart displaying respondent's view about whether assembly advising helps in retention of valuable employees.



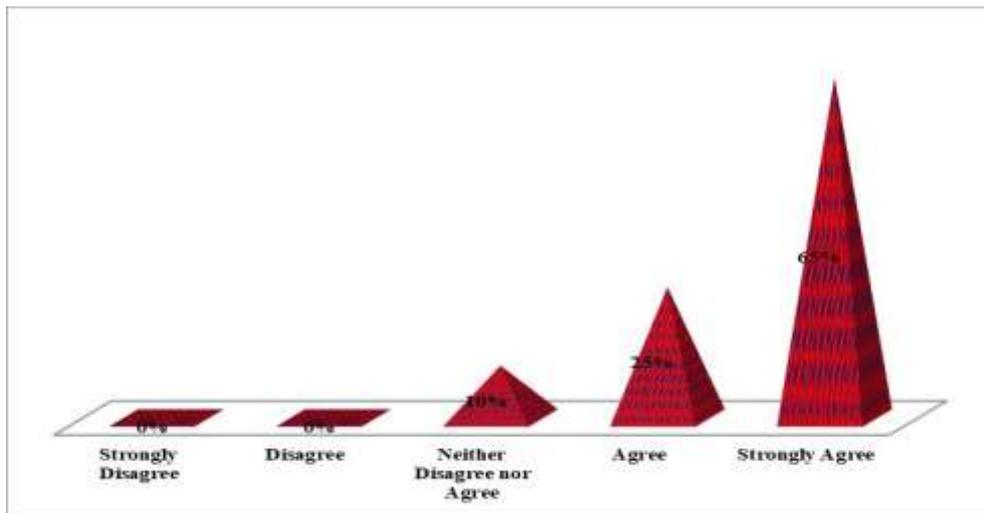
It is clearly noted that 100% of the respondents strongly agree that assembly advising helps in retention of valuable employees.

19. The following is the chart displaying respondent's view about whether assembly advising will reduce levels of stress in workplace.



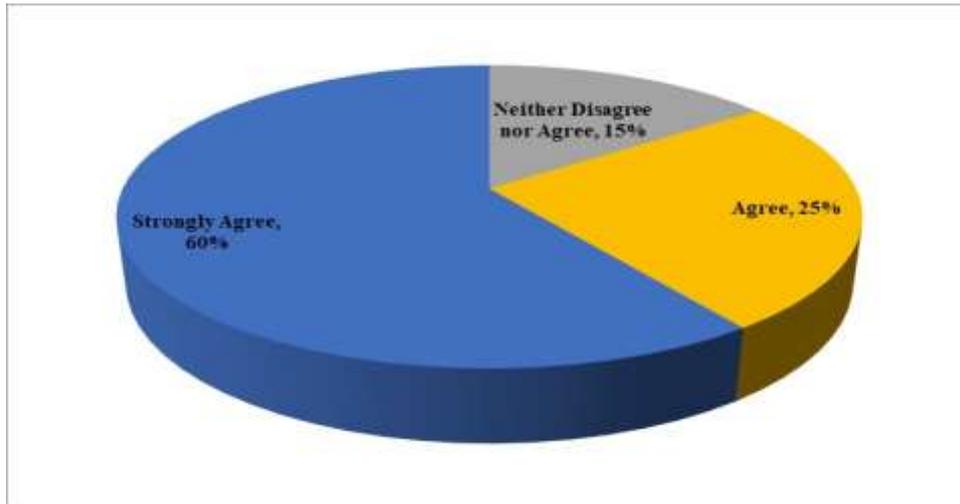
We clearly witness that majority (80%) of the respondents state that assembly advising will reduce levels of stress in workplace.

20. The following is the chart displaying respondent's view about whether through assembly advising there will be harmonious working environment.



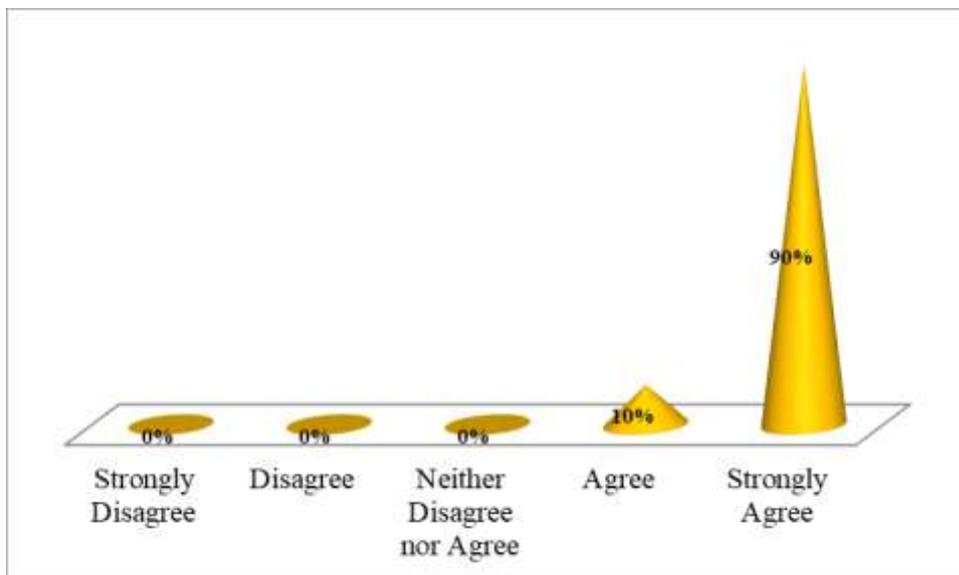
It is clearly observed that 65% of the respondents agree that through assembly advising, there will be harmonious working environment and the employees realize "Being happy with themselves is more important than having others approve of them"

21. The following is the chart displaying respondent's view about whether assembly advising will reduce stress level of employees.



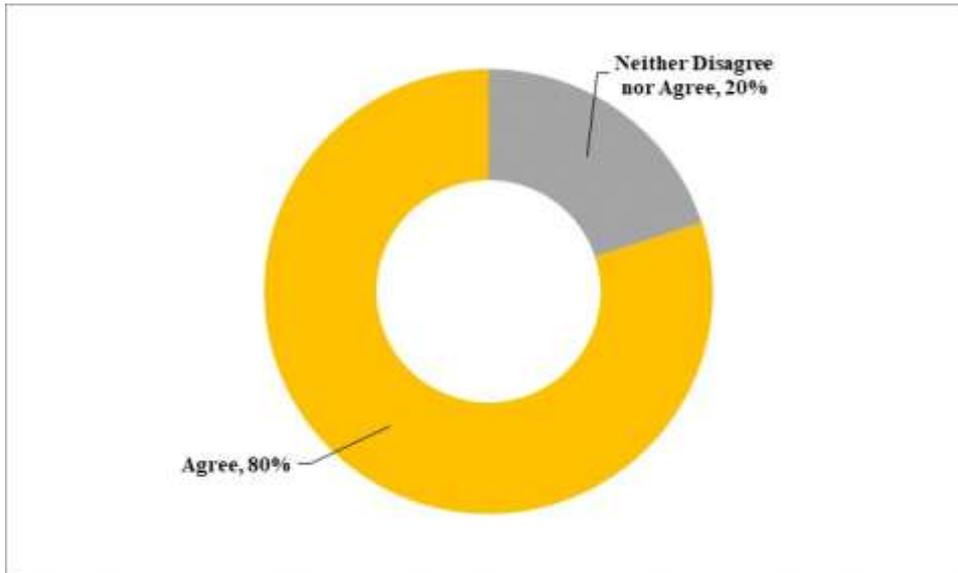
It is clearly observed that 60% of the respondents agree that assembly advising will reduce stress level of employees; thus reduction of stress level will enable the staff to be more courteous, creative, and able to concentrate longer. This will give a significant advantage in today's competitive and rapidly changing market.

22. The following is the chart displaying respondent's view about whether assembly advising in establishment makes the future managers and employees to lead better quality of life with good physical health.



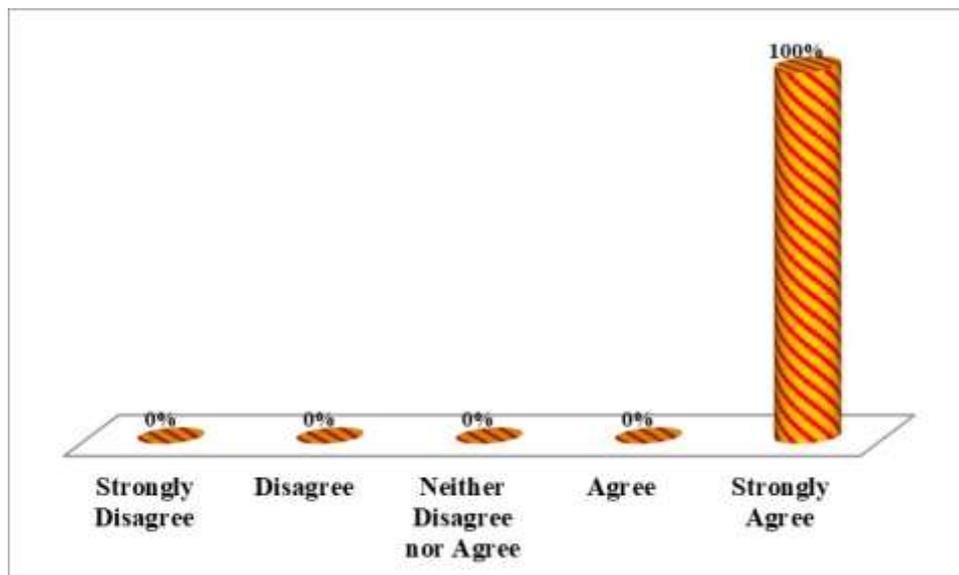
90% of the respondents agree that, the consciousness of the assembly advising in establishment makes the future managers and employees to lead better quality of life with good physical health.

23. The following is the chart displaying respondent's view about whether through assembly advising; an employee with problems will not disrupt the working environment of others



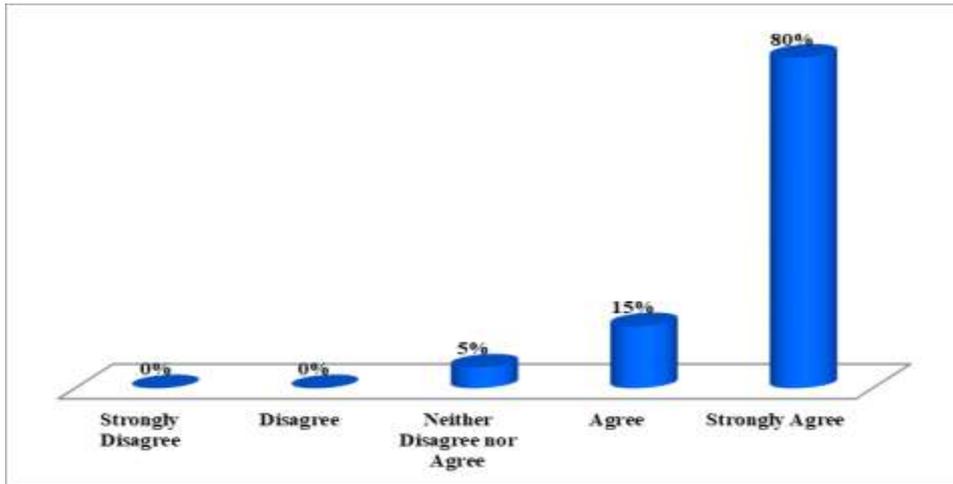
It is evidently noticed that 80% of the respondents agree for the cause mentioned.

24. The following is the chart displaying respondent's view about whether assembly advising forces operating in the local and global context.



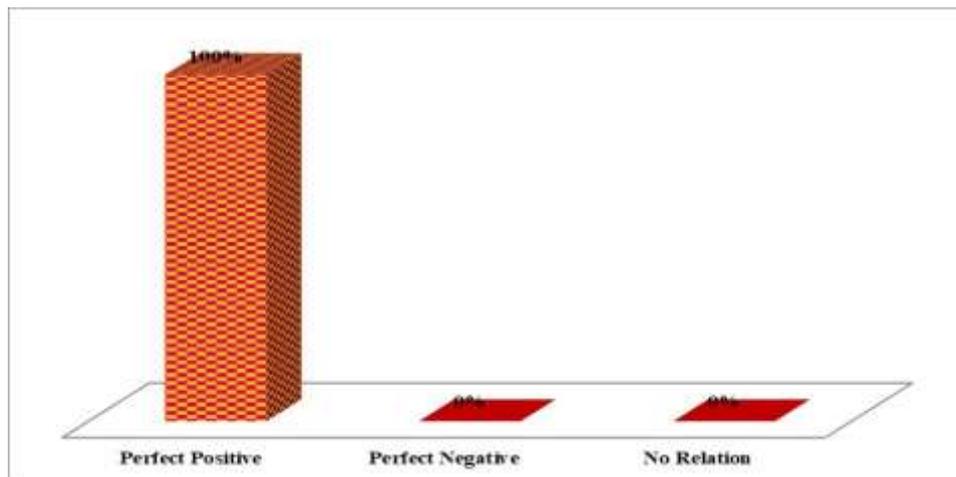
100% of the respondents strongly agree that cluster counselling forces operating in the local and global context.

13. The following is the chart displaying respondent's view about whether through assembly advising, employees learn from each other and shall make their team of high performance.



80% of the respondents strongly agree that, through assembly advising employees learn from each other and shall make their team of high performance.

14. The following is the chart displaying respondent's view to know which kind of correlation exists between cluster counselling and creating competent high performance team.



100% of the respondents state that there exists a strong perfect positive cor-relation between assembly advising and creating competent high performance team.

After the survey some of the valid conclusions are as follows:

1. 50% of the respondents strongly agree that assembly advising will create competent high performanceteam.
2. 75% of the respondents state that, interest in assembly advising strongly depends on the

personal interest of the employees.

3. 85% of the respondents agree that assembly advising will wipe off negative thoughts of the employees.

4. 70% of the respondents agree that assembly advising will support for employee's psychological, professional and personal welfare.

5. 95% of the respondents strongly agree that assembly advising will benefit for the business.

6. 100% of the respondents strongly agree assembly advising helps in retention of valuable employees.

7. 80% of the respondents strongly agree assembly advising will reduce levels of stress in workplace.

8. 65% of the respondents agree that through assembly advising, there will be harmonious working environment and the employees realize "Being happy with themselves is more important than having others approve of them"

9. 60% of the respondents agree that assembly advising will reduce stress level of employees; thus reduction of stress level will enable the staff to be more courteous, creative, and able to concentrate longer. This will give a significant advantage in today's competitive and rapidly changing market.

10. 90% of the respondents agree that, the consciousness of the assembly advising in establishment makes the future managers and employees to lead better quality of life with good physical health.

11. 80% of the respondents strongly agree that through assembly advising, an employee with problems will not disrupt the working environment of others

12. 100% of the respondents strongly agree that assembly advising forces operating in the local and global context.

13. 80% of the respondents strongly agree that, through assembly advising employees learn from each other and shall make their team of high performance.

14. Finally, 100% of the respondents state that there exists a strong perfect positive correlation between assembly advising and making high skilled & executing teams in the workplace.