

COUNSELLING SKILLS FOR MANAGERS

MODULE-1 INTRODUCTION TO COUNSELLING

Counselling is an interaction and discussion process that takes place between a person who is suffering from a problem and a person who assists him in getting rid of that problem.

Counselling is one of the main functions of personnel manager. As a counsellor, personnel manager discusses the problems with employees related to career, health, family, finance, social life and try to solve their problems and offer advice on how to overcome them. Counselling is an effective and preventive people management strategy for organizations to help employees better managing stress, personal issues or work-related problems.

According to Smith (1955) counselling is "a process in which the counsellor assists the counselee to make interpretation of facts relating to a choice, plan or adjustments which he needs to make"

Objectives of counselling

- Understand the meaning and type of counselling.
- Discuss the goals and importance of counselling.
- Explain the reasons of emergence and growth of counselling.
- Describe different approaches to counselling.
- List the qualities of a good counsellor.

Functions of counselling

1. **Advice** -Telling a person what you think should be done; coaching. One of the important functions of counselling is offering advice "to the counselee." The counsellor has to understand the problem of the counselee completely, before offering advice and suggesting a course of action.
2. **Reassurance** – Giving people courage and confidence that they are capable of facing a problem. In order to give courage to face a problem confidently, counselling provides employees with reassurance. Normally reassurance is not acceptable to the counselee. However, it is useful in some situations.
3. **Communication** – Providing information and understanding. Counselling helps improve both upward and downward communications. In an upward direction, it is a key for employees-to make the management know their feeling. Counselling initiates an upward signal. Another part of the counsellor's job is to discover emotional problems relating to company's policies and to interpret those problems to top management.
4. **Release of emotional tension**- Helping a person feel free from frustration and stress. Releasing emotional tension is an important function of counselling. People feel emotional release from their frustration after counselling. Release of tension may not solve the entire problem, but it removes mental blocks to the solution.

Managers Guide To Counselling At Work

Michael Carroll, Michael Walton



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