

# **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

**Ray Woolfe, Sheelagh  
Strawbridge, Barbara Douglas, Windy  
Dryden**



## **Managers Guide To Counselling At Work:**

*The Manager's Guide to Counselling at Work* Michael Reddy, 1991-01-08 This book shows how counselling should be done with examples for line and personnel managers administrators and union officials The techniques of counselling are presented in a straightforward though not simplistic way and the business of counselling is related throughout the book to the realities of organisational life      **The Manager's Guide to Counselling at Work** Michael Reddy (Psychologist), 1987

*Handbook of Counselling in Organizations* Michael Carroll, Michael Walton, 1997-02-28 This major handbook covers all aspects of counselling within an organizational context The authors provide a thorough examination of all the key areas and concerns in the field including models of counselling in organizations assessing the organization for counselling provision introducing counselling into the organization how the organization can impact on the counselling process understanding and working with the organization as a counsellor evaluating counselling provision within organizations and training and supervising counsellors working with organizations      Workplace Counselling Michael Carroll, 1996-06-27 An invaluable resource book for anyone counsellors EAP providers and companies involved in workplace counselling Helpful and informative it is set to become a classic text in its field Counselling and Psychotherapy The Journal of the British Association for Counselling and Psychotherapy Accessible and meaningful a valuable contribution to the growing body of literature on counselling in specific contexts and Michael Carroll is to be congratulated for his skill in pulling together so many strands that influence the workplace counsellor's role Human Resource Management Journal Hand in hand with the increase in numbers of organizations offering counselling for their employees comes a growing demand for counsellors who are skilled not only in helping the individual but also in managing the counselling process within a workplace setting This practical book provides core guidance on how to operate best in an employee counsellor role and how to tackle the issues such a role raises Michael Carroll presents a generic integrative model of employee counselling which shows readers how to organize administer and manage the counselling process from assessment to termination within an organizational setting In so doing he discusses the tasks and responsibilities of employee counsellors covering such vital areas as how to contract with organizations the impact of the organization on the counselling process evaluation ethical dilemmas loyalty clashes and training and supervision      *Counselling In The Workplace* Coles, Adrian, 2003-12-01 Annotation Counselling in the Workplace also offers a unique management training programme for both counsellor managers and non counselling managers The book is essential reading for counsellors human resource managers workplace supervisors trade union officials and all those involved in decision making with regard to employee counselling BOOK JACKET Title Summary field provided by Blackwell North America Inc All Rights Reserved      *Communication in Management* Owen Hargie, David Dickson, Dennis Tourish, 1999 In this book the authors look in turn at each of the key management tasks from meetings to negotiation from writing reports to using the telephone and they provide practical guidance for increased effectiveness Other

chapters cover non verbal communication and doing things right and doing the right thing The text is presented in a lively way but also with academic rigour and is supported throughout by exercises checklists and ready to use formats

**Handbook of Counselling** Gladeana McMahon,Stephen Palmer,2014-04-23 The Handbook of Counselling provides a comprehensive and up to the minute guide for counsellors and those using counselling skills in other professions The contributors all experienced practitioners explore the major arenas and settings in which counselling is practised as well as the key themes and issues faced by those working in this field This edition of the handbook has been thoroughly revised and updated to reflect the pace of growth and change within counselling over recent years Six new chapters have been added covering brief and time limited counselling working with adults abused as children trauma and post traumatic stress disorder counsellor client exploitation private practice counselling in voluntary settings Published in association with the British Association for Counselling the Handbook of Counselling provides a definitive source of information and guidance for counsellors both in training and practice

*Managing Stress in the Workplace* Institute of Leadership & Management,2010-05-14 Super series are a set of workbooks to accompany the flexible learning programme specifically designed and developed by the Institute of Leadership Management ILM to support their Level 3 Certificate in First Line Management The learning content is also closely aligned to the Level 3 S NVQ in Management The series consists of 35 workbooks Each book will map on to a course unit 35 books units

Counselling Skills for Health Professionals Philip Burnard,2005 The new edition of this text has been updated to reflect research changes and developments in counselling It combines theory and practice to give students a full understanding of the complexities of counselling

**Roles and Contexts in Counselling Psychology** Daisy Best,Helen Nicholas,Mark Bradley,2022-05-01 Roles and Contexts in Counselling Psychology looks at the different contexts that counselling psychologists typically work within offering a snapshot of the day job The book provides insights into roles that reflect the human lifespan from birth to death focusing upon specific mental health experiences and considering roles external to healthcare settings such as expert witness and independent practice Each chapter is written by a counselling psychologist and offers an overview of their particular specialism and their experiences within it bringing a unique transparency and personal insight The book describes the skills that are required for the different roles and their challenges and rewards It also discusses how the philosophy of counselling psychology is maintained and explores the associated ethical and legal considerations Further it takes note of the issues relating to leadership and diversity The book is an essential resource for undergraduate psychology and counselling students and trainee clinical or counselling psychologists as well as qualified practitioners

Managing Careers Into the 21st Century John Arnold,1997-05-28 John Arnold has written a book which will serve well any student or new practitioner in the area of career management both in terms of explaining how thinking has developed and in looking forward to the complexities of the future Career Path Institute Personnel and Development This book has two purposes for education

leaders It provides understanding of the world of pupils will be moving into More urgently because it is not yet sufficiently recognised it provides a framework for us to consider what is happening to teachers careers now School Leadership The book will appeal to several different audiences particularly those taking human resource modules in MBA and other postgraduate management courses undergraduates taking special modules in university business schools or psychology departments and all practising human resource managers particularly those concerned with career management and in the UK those taking the IPD option on career management The book is not primarily a do it yourself career manual but nevertheless contains much that will assist people to manage their own careers better

### **Handbook of Counselling**

**Psychology** Ray Woolfe, Sheelagh Strawbridge, Barbara Douglas, Windy Dryden, 2009-11-17 This book has done the almost impossible improve on what was an informative and worthwhile second edition Gella Richards Roehampton University London The Handbook of Counselling Psychology continues to be a key resource for people considering undertaking a career as a counselling psychologist current students and more experienced practitioners It has continued to develop its focus over time and has justly earned a reputation as a classic text This book deserves a place on the bookshelf of every Counselling Psychologist Professor Rachel Tribe Director of Professional Doctorate in Counselling Psychology and related programmes at the University of East London The contents cover key areas of theory and practice include the key issue of reflexivity that is a particular philosophy and signifier of this profession The articulation of future opportunities highlights some leading edge ideas Professor Vanja Orlans Metanoia Institute Middlesex University This third edition of a seminal text reflects new developments with counselling psychology In six sections it covers areas such as neuroscience narrative approaches and post modernist thinking New chapters include the nature of evidence interpreting case material attachment theory and neuroscience community psychology legal frameworks testing measurement and diagnosis the interface between psychopharmacological and psychotherapeutic approaches Special attention has been paid to the research evidence current issues and debates theoretical and philosophical underpinnings political and resource issues and illustrative case material The handbook is an essential companion for students and practitioners in the field of counselling psychology at all stages of their career and across the whole range of settings NHS education private and voluntary

### ***The Handbook of Performance Management***

Frances Neale, 1991

### **Human Resource Management**

P B Beaumont, 1993-09-20 This is a comprehensive and thought provoking book as instead of attempting to provide simplistic and prescriptive toolbox notions of HRM practice the author draws attention to the current state of research and varying organizational experiences of HRM to illustrate the complexity of the issues The Occupational Psychologist This major textbook meets the clear need for a substantial but accessible introduction to the practice of human resource management HRM within the context of relevant theory and current debates In a discussion that ranges from the strategic and policy aspects of HRM to the day to day processes of employee management the author identifies and explores key concepts and skills Distinctive features of the book include a

focus on issues of direct relevance to all line managers not just to human resource specialists a combination of a knowledge based approach with a practical introduction to the most important skills numerous examples encapsulating concepts and techniques in clear tables and a teaching appendix of discussion questions and a broad international perspective drawing on case material from Europe the United States and elsewhere *Handling Death and Bereavement at Work* David Charles-Edwards,2005 This is a uniquely invaluable book which tackles how death and bereavement can affect the workplace It is a sensitive and constructive text for dealing with issues that touch all working lives The Theory and Practice of Change Management John Hayes,2021-12-29 Technological advances an increasingly globalized workforce and seismic global events mean that change is a constant feature of business life today The consequences of not managing change effectively can be devastating for businesses How can managers deal with change brought about by unpredictable events How can they embrace change and communicate its benefits to stakeholders How can organizations ensure the ongoing success of change John Hayes s bestselling textbook equips you with the practical tools and academic knowledge to tackle these questions and many more Offering unrivalled breadth it will guide you clearly through all stages of the change process from recognizing the need for change to ensuring its successful implementation Its unique underpinning framework based on a process model of change will help you to view change as purposeful and ordered rather than something chaotic and unmanageable This sixth edition covers all of the key theories tools and techniques of organizational change and offers everything you need to know about organizational change today Brand new international case studies and examples allow you to understand change in context Coverage of big bang disruptions offers you a framework for dealing with unforeseen global events like pandemics economic instability and climate change Updated research reports show you the latest theory in the field New learning objectives reflective questions and experiential exercises help you to consolidate your learning and revise effectively Increased coverage of SMEs public sector and family businesses shows you change in diverse sectors

Managing Stress in the Workplace Super Series David Pardey,2007 This workbook is designed to help you as a team leader manage tough times effectively As well as learning when to help you will learn the basic principles of how to help We will also look at how you can turn a tough time into something positive Page x **Interpersonal Skills at Work** John Hayes,2002 John Hayes examines the nature of interpersonal skills the goal directed behaviours that we use in face to face interactions in order to achieve desired outcomes *The Use Of Counselling Skills In The Emergency Services* Hetherington, Angela,2001-04-01 This book examines the use of counselling skills in the unique working environment of the emergency services It looks at the stress and trauma of emergency service work and draws extensively on the first hand experiences of personnel **Egan's Skilled Helper Model** Val Wosket,2008-02-22 The skilled helper model of counselling is hugely influential in the helping professions This book builds on Egan s original work providing an invaluable resource for trainees trainers supervisors and experienced practitioners

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