



COUNSELLING

Skills and Tips for HR Professionals

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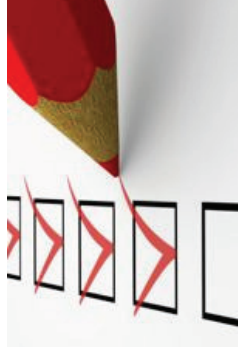




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1. What is your experience/knowledge of basic counselling skills on a scale of **0 – 10**. Where **0** = no knowledge/experience and **10** = very knowledgeable and experienced.
 2. What is your level of confidence at the moment to assist someone using basic counselling skills on a scale of **0 – 10**. Where **0** = no confidence and **10** = very confident.
 3. What do you think you might need to move up just 1 point higher on each scale?



WORKSHOP Outline



- Micro Skills of Counselling
- Solution Focused Framework



WHAT IS COUNSELLING *



“Psychotherapy and Counselling are professional activities that utilise an interpersonal **relationship** to **enable** people to develop self understanding and to make changes in their lives.

Professional Counselling and Psychotherapy are explicitly contracted and require in-depth training to utilise a range of **therapeutic interventions**, and should be **differentiated** from the use of **counselling skills** by **other professionals** .

*Psychotherapy and Counselling Federation of Australia (PACFA)



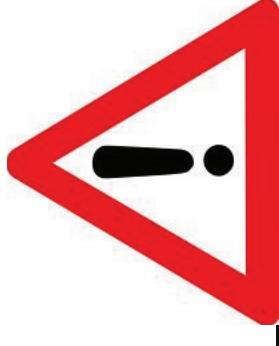
Therapy types

- Cognitive Behaviour Therapy
- Person Centered Therapy
- Narrative Therapy
- Solution Focused Brief Therapy
- Gestalt Therapy
- Psychodynamic Psychotherapy
- ...and more





IMPORTANT...



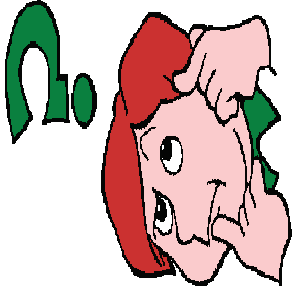
Reasons to refer someone for professional assistance may include, but are not limited to:

- You feel (or know that you are) out of your depth
- You suspect the person may be contemplating suicide
- The person may have a mental illness
- Emotions are deep seated and issues are long standing
- You are overinvested in the issue and are no longer objective
- You are too close to the person (either professionally or personally)
- The problem is similar to unresolved issues of your own

Used appropriately though, basic counselling skills can assist people to better communicate with each other, cope with stress, deal with difficult situations and feel much better about their own capabilities.



How are Counselling Skills relevant for HR Professionals?



-
- Contact with a wide variety of managers and staff - application of skills assist others and promote better working relationships; **AND**
 - Coaching managers in the use of basic counselling skills – makes your job easier!



COUNSELLING MICRO SKILLS





Counselling micro skills

- empathy
- active listening
- reflecting skills
- asking good questions
- affirming and accepting





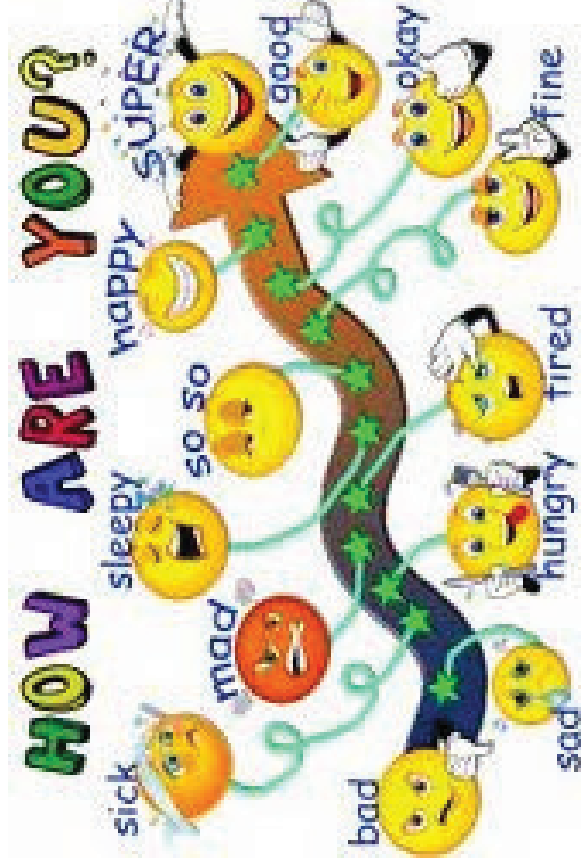
REFLECTING SKILLS



1. Reflecting feelings
2. Restating/Reframing
3. Affirmation
4. Summarising



FEELINGS



SAD

depressed

dejected

despair

despondent

disappointed

discouraged

wretched



disheartened

forlorn

gloomy

heavy hearted

hopeless

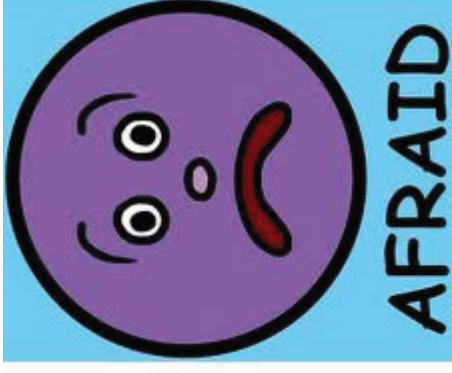
melancholy

unhappy



AFRAID

apprehensive
dread
foreboding
frightened
mistrustful
panicked
petrified
scared
suspicious



alarmed
disturbed
rattled
troubled
uneasy
unnerved
unsettled
terrified
wary
worried



CONFUSED

VULNERABLE

baffled

bewildered

dazed

hesitant

lost

mystified

perplexed

puzzled

torn



fragile

guarded

helpless

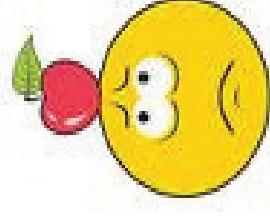
insecure

leery

reserved

sensitive

shaky





ANGRY

enraged
furious
incensed
indignant
irate
livid
outraged
resentful



aggravated
dismayed
disgruntled
displeased
exasperated
frustrated
impatient
irritated
irked



DEFUSING EMOTIONS

- **ACKNOWLEDGE**
 - Paraphrase, **reflect feelings**, summarise
- **EXPLORE**
 - Ask questions
- **REDIRECT**
 - Ask future oriented questions



ASKING GOOD QUESTIONS

Open-ended

Challenging

Closed-ended

Miracle

How



Scaling

What

Exception

When

Eliciting Personal Meaning

Where

Establishing Agenda

Clarification

Confronting Inconsistencies

Elaboration

Future Oriented



PROBLEM FOCUSED VS SOLUTION FOCUSED



Problems Focused

- Looks for difficulties and barriers
- Needs to understand and diagnose the problem
- Uses this information to address the problem
- General emphasis on insight

Solutions Focus Methodology

- Builds on what works for the client and on personal resources and strengths
- Concentrates on recognising what the client wants
- Finds elements of what the client wants that is happening already
- Emphasis on concrete detail and tangible evidence.



SF ASSUMPTIONS



1. Clients have resources and strengths to resolve complaints.
2. Change is constant.
3. The counsellor's job is to identify and amplify change
4. It's unnecessary to know a great deal about the complaint to resolve it.
5. A small change is all that is necessary.
6. Clients define the goal.
7. Rapid change or resolution of problems is possible.
8. Focus on what is possible and changeable, rather than what is impossible and fixed.



SF PRINCIPLES



- IF IT ISN'T BROKEN - DON'T FIX IT
- ONCE YOU KNOW WHAT WORKS - DO MORE OF IT
- IF IT DOESN'T WORK - DON'T DO IT AGAIN, DO SOMETHING DIFFERENT



RECOGNISE ANY OF THESE?



1. A Manager has referred a staff member to you for you to assist that person with a problem/issue. The staff member comes to see you but disagrees that there is a problem.
2. A staff member comes to see you to get your help with a problem/issue – they think it is all the other person’s fault and they expect the other person to change.
3. A staff member comes to see you to get your help with a problem/issue – they want to find a solution, see themselves as needing to make a personal effort and want to work with you to find a solution.

WHAT DO YOU DO TO HELP IN THESE SITUATIONS?



SF RELATIONSHIPS



- **Visitor** type relationship: clients who come to counselling because someone else thinks they have a problem. Disagree that they have a problem.
- **Complainant** type relationship: a client who describes a problem, but is not able or willing to take an active role in constructing a solution. Client expects the other person to change.
- **Customer** type relationship: client and counsellor jointly identify a problem and a solution to work toward. Client realises that personal effort is required.



SOLUTION BUILDING QS FOR VISITOR TYPE RELATIONSHIPS

- What do you understand about why you are here today and the situation? ■ According to your manager what is the reason you have this problem?
- You must have a good reason to think that. Please tell me more ■ What would it take for you not to have to come back?
- What makes your manager think you should come here? ■ What do you need to do to convince your manager that you don't have to come back here?
- In your opinion, how is that a problem for him or her? ■ What, at a minimum, would you say you could or should do differently?
- How could it also be a problem for you? ■ How would you be able to motivate yourself to do that?
- What does your manager think you should do here? ■ Suppose you did have a goal what might it be?
- What does your manager think you should do differently? ■ What happens if you do nothing?
- What, at a minimum, would your manager say you have to do differently?



SOLUTION BUILDING QS FOR COMPLAINANT TYPE RELATIONSHIPS

- As I can't change the other person, how *can* I help you?
 - Suppose the other person changes in the way you want, what would you do (**consider** doing) differently then?
 - What would be different between you and the other person if the other person were to change in the way that you wish for?
 - How might that help you?
 - Suppose you did want to change something about yourself, what might that be?
 - What's the smallest thing you might change about yourself?
-
- What have you considered but not yet tried?
 - Suppose your colleague won't change in the way you wish for. What can you yourself do to improve the situation regardless?
 - Could things be worse than they are now? What stops them from being worse?
 - Suppose the two of you did have a common goal. What might that be?
 - You have talked a lot about how you don't want things to be, what would you **like** things to be?



SPECIFIC SOLUTION BUILDING Qs

- “Tell me about times when the problem is absent or less pronounced” (**Exception** Question)
- “What are you doing differently then” “What else”
- “How did you manage that” (**Coping** question)
- “What do you know about how others might address the problem” (**Indirect** Question)
- “How have you solved problems in the past”
- “If the problems that you are experiencing are solved, what will be different that will tell you that this has happened? (what will things look/sound/feel like?) (**Miracle** question)
- “If 1 is the worst this problem has ever been and 10 is that the problem is solved where would you put yourself now ?“ (**Scaling** Question)



TYPICAL SESSION STRUCTURE

1. Problem description
2. Rank the Concerns
3. Discuss Exceptions
4. Miracle Question
5. Identify Goals
6. Scaling Questions
7. Compliments
8. Bridging Statement and Task





KEY MESSAGE



It's important to first identify the type of relationship so you know how best to work with the person

Difficult/resistant in-denial people: These people most often result when you misclassify the type of relationship. In general you should reconsider the type of relationship and approach the person accordingly



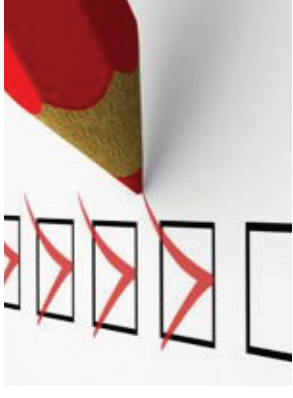
REMEMBER....

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■ Micro Skills of Counselling

- reflecting skills (feelings)
- defusing emotions
- asking Good Questions

■ Solution Focused Framework

- principles/assumptions
- types of relationships (visitor, complainant, customer)
- Solution Building questions



WHERE ARE YOU NOW?

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