

COUNSELLING

WORKSHOP GUIDE



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LEARNING OBJECTIVES

Almost all managers will face the issue of dealing with staff whose personal problems are affecting their work and they need the know-how and sensitivity to address such situations. This course introduces counselling techniques and active listening for managers.

This guide is designed for a manager or a facilitator to deliver a short workshop featuring videos from the Video Arts Management Essentials Series. Each video comes with a series of activities around the following structure:

LOOK - watch the video and reflect on the content and message.

THINK - activities and questions linking the video to their own experience and workplace.

REMEMBER - a summary of the key learning points.

Each section relating to the video will last around 15 minutes.

ACTION PLAN - At the end of the series of videos and activities delegates should be encouraged to share the most important actions they will take and record actions on their Personal Action Plan sheet.

FEATURED VIDEOS

- Setting the scene for counselling
- A counselling meeting
- Active listening

VIDEO 1 – SETTING THE SCENE FOR COUNSELLING

LOOK (play video, 3 minutes)

Managers often don't know how to counsel their team because of one simple thing: they don't know how to listen without imposing their own views. Or if they do, they'll often let themselves down by a lack of planning.

THINK (10 minutes discussion)

What's the best way to set up a counselling meeting?

Responses could include:

- Recognise the signs that one is needed. Signals might include absences, a drop in standards, irritability, bad time keeping and difficulty concentrating.
- Introduce the subject tactfully.
- Create the opportunity for the interview to take place.
- Set up the meeting in advance.
- Put aside around half an hour of private time.

REMEMBER (2 minutes recap)

- Set up the meeting in advance.
- Private, unhurried, confidential.

VIDEO 2 – A COUNSELLING MEETING

LOOK (play video, 3 minutes)

Counselling isn't about giving advice; it's about encouraging people to talk through their problems with open questions and sharing your own experiences. Sadly, being human, we often can't resist the temptation to barge in and express our views or impose solutions. But you can learn to be a good listener and offer constructive advice by establishing facts and options.

THINK (10 minutes discussion)

Ask the group to discuss how to you encourage people to talk and how do you demonstrate that you're interested in what they say?

To encourage people to talk, responses could include;

- Show you're interested.
- Reassure them that you want to know about their problems.
- Ask open questions like 'Can you tell me exactly what happened?'
- Closed questions with answers like: 'yes', 'no', or single-fact answers discourage further discussion.
- Encourage them to open up.
- Give them some feedback.
- Rephrase and summarise their comments.

To get them to continue talking:

- Listen more than you talk.
- Show you're interested.
- Nod and make listening noises.
- Reassure them that you want to hear about their worries.
- Reassure them that they're allowed to feel the way they do.

Follow up - set up a review date - to find out if any progress has been made.

Let them find the solution:

- Accept their decision.
- Agree an action plan.
- Set review dates.
- Make it clear 'your door is open'.

REMEMBER (2 minutes recap)

- Encourage them to talk through their problems.
- Don't impose solutions.
- Set a review date.

VIDEO 3 – ACTIVE LISTENING

LOOK (play video, 3 minutes)

Listening is an important skill; how well you listen has a major impact on your job effectiveness and on the quality of your relationships with your colleagues and others.

THINK (10 minutes discussion)

Active listening not only means focusing fully on the speaker but also actively showing verbal and non-verbal signs of listening.

Ask the group to think how to let someone know you're actively listening to them?

Responses could include;

Non-verbal active listening

- Facial expressions – Smiling and facial expressions can be powerful in affirming you're listening and that you understand what's being said.
- Eye Contact – Maintain eye contact to let them know you're paying attention to what they have to say.
- Positive body language – Use reflective expressions, or echoing, copying, body language to show sympathy and empathy in more emotional situations.

Verbal active listening

- Questioning – Ask relevant questions to show you're paying attention and make statements that build or help to clarify what's been said.
- Clarify – Ask open questions to help them expand on certain points.
- Summarise – Summarise what's been said; repeat the main points a logical and clear way to give them a chance to correct if necessary.

REMEMBER (2 minutes recap)

- Maintain attention.
- Use positive body language.
- Use reflective listening techniques.
- Summarise.

COUNSELLING – ACTION PLAN

Ask for some examples of how those who have taken part intend to improve their ability to conduct counselling interviews.

Ask for and answer any final questions.

Remind the group of the objectives that the course has addressed.

Thank the group for their participation and bring the course to a close.