

Role Management

*Workplace
Counselling*

Role Management

WORKPLACE COUNSELLING

GENERAL AND TRAUMA COUNSELLING SUPPORT

Role Management pioneered the idea of workplace counselling some years before the first Employee Assistance Programme (EAP) was established in the UK. This specialist area is directed towards the support of managers and staff who find the confidential support from Role Management consultant counsellors helpful to maximise their effectiveness in dealing with personal issues, arising out of, e.g. enforced change in the workplace, long-term sickness-absence, sudden traumatic experiences (eg robberies, witnessing sudden deaths, etc) or the cumulative effects of a bundle of problems they pick up and carry around each day. All this contributes towards less concentration available for work issues. Sometimes the relationship between employee and employer has become too damaged for this to be possible. In these cases we have been successful in helping to bring these situations to a satisfactory conclusion for both parties.

We can usually bring about a considerable improvement within 2 to 4 counselling appointments, thereby keeping costs to a minimum.

It is considerably more costly to retire an individual early on grounds of ill health than to provide effective counselling which may enable a useful employee's return to productive work.

CAREER COUNSELLING

Where uncertainty prevails and job security is threatened, people often question the continuing relevance and usefulness of their experience to the outside world. It may have been many years since they went through the processes of recruitment screening, interviewing and selection and this has become unfamiliar territory. How have things changed? What skills are now relevant and in demand? What training might be appropriate to enhance existing skills? What does the employee want for the future? What is possible?

Individual Career Counselling sessions can address all these issues and anxieties and enable the individual to embark on a process of guided exploration to enable them to discover more of what they find rewarding and satisfying in a future career move. It also help them to pinpoint any relevant training which will assist in honing their skill mix making them more attractive to the job market. Overview advice and information is given on CV preparation, researching and addressing the job market, responding to advertisements, interview technique and so on. It is, however, not designed to be any kind of magic wand for the future. Those who receive the support are expected to carry out some research homework to help them develop a firm plan for the future.

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SOME COUNSELLING CASE HISTORIES

LOSS OF FOCUS / INTEREST AT WORK

Sales Administration Manager with department of 35 people experienced deteriorating control and feeling of powerlessness with tasks and people at work. Marriage heading for passive breakdown. Life drifting from day to day with little interest and no stimulus. After six counselling sessions changes in perception and attitude had taken place. Plans to improve control over work and communication in marriage were being implemented and positive results enjoyed by all. Personnel Director decided that dismissal or downgrading was no longer appropriate (saved expense of £10,000 to recruit replacement and disruption to the company).

***IT Project Manager** suffered conflict in being able to manage staff effectively. Was assisted through counselling to address the need to lead people via a positive style focussed on objectives and motivating team rather than via former approach using pure technical expertise.*

General Manager, creative and talented, with a large company in the leisure industry suffered loss of personal control with clients, employers and VIPs vital to the business. Recently separated from wife. Began drinking too much and drifting into rebellious and unacceptable behaviour patterns. Very loyal to own team, but 'bull at a gate' aggression in dealing with others. Suspended by company and on point of being dismissed (reluctantly on the part of employer, as he was one of their outstanding achievers, winning numerous national awards since joining them). In four sessions with him and one with wife: identified areas of difficulty with marriage, improved communication and interpersonal skills, developed more subtle ways of getting what he wanted from other teams and eliminated negative responsive behaviour emanating from childhood influences. Couple were reconciled and marriage is now rewarding and fulfilling for both in every respect, drinking reverted to 'safe' social habit, behavioural problems have disappeared, scope of role has widened and he is meeting more objectives than ever before.

LOSS OF PERFORMANCE AT WORK

***Managing Director**, troubled by uncooperative attitudes developing between his Sales and Production Directors, referred Sales Director for counselling. Conflict had serious detrimental effect on revenue. In five counselling sessions, fears were identified and inability to share problems with wife. He was coached on deeper level communications skills, stress management, assertiveness technique and putting him in touch with inner resources he could use to deal with the situation effectively. During the eight weeks this process lasted he learned to communicate with his colleagues less defensively and more assertively. He eliminated avoidance and game-playing tactics. He learned to relax more, to take space for himself and to share his concerns with his wife.*

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CASE HISTORIES (cont) ...

LOSS OF PERFORMANCE AT WORK

Account Director of major advertising agency referred by his Managing Director due to tendency to lose temper with some (but not all) of his clients. Problem was identified as sub-conscious childhood anger for his own father being dumped on clients who had similar characteristics to father. Worked through this in four sessions mixed with live encounters with clients he found difficult until problem was resolved. Within three months he was appointed to the main Board of the agency.

REDUNDANCIES/DISMISSALS

***Engineering Project Manager** dismissed due to repeated inability to handle situations involving safety; lost his temper and control of team. Identified source of difficulty; role played similar situations using different models to vary approach. Then supported him on outplacement programme to find new post. Within five weeks he had a new job at 60% salary increase. Within 12 months he had more than doubled his income package and suffered no further losses of temper over safety or other issues.*

TRAFFIC ACCIDENT VICTIMS

Chief Surveyor of a major organisation in the public sector had been hit by a car during the course of some survey work two years before. Although his injuries were limited to a few cuts and bruises, the traumatic effects of the experience left him with severe problems: unable to sleep properly, flashback visions of the approaching car coupled with nausea, inexplicable aches and pains in shoulders and arms, sudden losses of energy, off sick three weeks out of four. He was cured of all these effects in four counselling sessions spread over a period of four weeks and returned to normal working.

***Graphic Arts Director** involved in a traffic accident 18 months before where her car was rammed from behind by a heavy lorry. Three months off sick with broken leg which healed well. Left with fear of walking beside roads with traffic, fear of driving more than an hour at a time, fear of driving on motorways (avoided them), fear of loud noises, loss of confidence and trust in other people and deteriorating relationship with husband. In four counselling sessions she was cured of all fears and regained confidence and her relationship with her husband became closer than ever before.*

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POST ROBBERY, HOSTAGE & VIOLENT INCIDENT COUNSELLING

Role Management was probably the first company in the UK to provide post-trauma counselling support for bank and building society employees involved in raid, robbery and hostage situations. This resulted in a contract to support the employees of Midland Bank (now HSBC) and their customers throughout the UK whenever an incident was reported. Over a four-year period, Role Management counsellors supported over 1,700 employees of the bank involved in some 460 incidents, none of whom ever developed post-traumatic stress. When the bank decided to provide counselling support internally, they asked Role Management to train their staff. Similar support was provided to employees of Thomas Cook.

A confidential helpline support facility was provided to employees of the Woolwich Building Society, coupled with face-to-face counselling when this became necessary. Those who used the helpline support found they enjoyed an immediate calming effect and their confidence quickly returned.

Role Management post-robbery support client base has continued to grow steadily and the client base has now broadened into the retail sector. Organisations offering this type of support to their employees and customers are much less likely to become caught up in expensive litigation arising from the stress and suffering experienced by people caught up in violent incidents.

Staff who have suffered trauma find that the incident brings any past stresses in their lives right to the fore and it is these lurking burdens that need to be dealt with as much as the immediate trigger. **Counselling addresses the present, the baggage of the past, and above all focusses on change for the future.**

CASE HISTORIES: VICTIMS OF VIOLENCE/ROBBERIES

Manager whose branch experienced an armed raid, suffered a breakdown and couldn't face work pressures. GP sent him home for three weeks' rest and a prescription for anti-depressants. He was no better after this period and attended for counselling. After two sessions, he felt confident enough to return to work, after the fourth session he found he was able to achieve financial targets previously felt to be impossible, and was able to build a closer working relationship with his staff.

***Manager** whose branch had also suffered an armed raid, under disciplinary warning for failure to meet financial performance targets. After two counselling sessions, he met with Area Manager who was amazed at the positive changes in the Branch Manager. Disciplinary proceedings cancelled. Manager achieved most targets and his relationship with Area Manager greatly improved.*

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SOME OF THE CLIENTS WE HAVE HELPED ...

ABB Limited
Amway (UK) Limited
Argos Limited
Aylesbury Vale District Council
Bartle Bogle Hegarty Limited
Beiersdorf UK Limited
Burberrys Limited
Cable & Wireless plc
Caldera International
Cleveland County Council
Callidus Technologies UK Ltd
Delphi Automotive Systems UK Ltd
Debenhams plc
Direct Line Insurance
EMI Records Limited
Forte Plc
Focus DIY Ltd
Fosroc Expandite Ltd
Frank Usher Limited
Going Places
GUS Home Shopping Limited
Harvey Nichols & Co Ltd
Holland & Holland Limited
HMV UK Limited
J Sainsbury plc
Kelly Services (UK) Ltd
Meat & Livestock Commission
King UK
Mazars Neville Russell

Midland Bank HSBC
Milton Keynes Development Corporation
Nissan Design Europe Limited
North of England Building Society
Nottingham Building Society
Peterborough Development Corporation
Portman Building Society
Principality Building Society
Punch Publications Limited
Rockwell FirstPoint Contact Limited
Scarborough Building Society
Sears Womenswear Limited
Sidney C Banks Plc
Snuggledown of Norway UK Ltd
Speedibake Limited
Tchibo Coffee International Limited
Texas Instruments plc
The Ratcliff Group Limited
The Scout Association
The Santa Cruz Operation
Thomas Cook Group Ltd
Toshiba Electronics UK Limited
Universal Flavors Limited
University of Buckingham
Victoria Mutual Finance Limited
Watford Borough Council
Wickes Building Supplies Limited
Woodbridge Foam (UK) Limited
Woolwich plc
Working Links

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COMMENTS FROM SATISFIED PEOPLE ...

“Just a short note to thank you for your assistance with our branches. Your excellent counselling has helped many staff come to terms with some very difficult situations and both the Management and Staff certainly appreciate your professionalism.”

*“May I offer you my personal thanks for the help and support which you provided to my staff at S***** last year. I have no doubt that this allowed them to come to terms with the incident, and enabled them to continue in their roles.”*

“Your assistance in a time of need has been greatly appreciated by all of us here at A*****..”

“May I take this opportunity to extend our personal thanks to you for the help and support that you gave to everyone during our crisis. You helped us to work through and get over the trauma and back on track, and we all very much appreciated your endeavours. Come back and see us when you are down this way again.”

“I don’t know if you’ll remember me! We had the robbery at W***** last November. I thought you may be interested to know that the robber got 12 years. So it was all worth it! Thank you so much again for your support.”

“You really did a good job, calming our frayed nerves and putting many things into perspective. How well we would have coped without being able to call on your services I can’t say, but you certainly guided us onto a path out, for which we thank you. Anyway, my - our - thanks for your help and advice when we really needed it, and our very best wishes for your future.”

“Just a note to thank you for everything you have done for my mother and me. We have now completely recovered from the horrendous experience of being held hostage in our own home. I have been back at work for six weeks now and have been appointed as Store Manager!”

“Thanks for helping me overcome my difficulty in dealing with aggressive customers. I am now back at work full time and enjoying it. You have given me the courage to try new techniques with difficult people and I feel much less vulnerable and powerless to manage these situations.”

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SOME OF OUR COUNSELLORS ...

Don MacLean

Trained and certificated as a Marriage Guidance Counsellor by the National Marriage Guidance Council (now Relate) with whom he remained for 10 years ending his commitment there as Chairman of Aylesbury Vale and Chiltern Relate Marriage Guidance employing some 28 counsellors. He served, for two years, as a committee member of the Association for Counselling at Work, a Division of the British Association for Counselling. He was instrumental in pioneering counselling support for people involved in raid, robbery and hostage situations. With his colleagues he has counselled some 5,000 people caught up in various critical incidents and disasters - he supported many caught in the IRA Warrington bomb incident. He has written a book on Relationship Counselling to be published by Winslow Press. Also widely experienced in career guidance and outplacement, he organised and ran some 50 Job Search Workshops for the staff of Milton Keynes Development Corporation prior to its dissolution and project managed anxiety counselling support for all 600 of their staff in the final two years life of the Corporation. His career experience ranges from service in the police, work study, organisation & methods and IT management with the Zambian copper mines, through to systems and stock accounting with Green Shield and Argos, installing and managing financial computer systems in several European countries for Rank Xerox Manufacturing Group HQ. He spent three years as General Manager of a wholly owned subsidiary of the P&O Group before moving into recruitment, outplacement and counselling consultancy first with MKA Search International and then with Role Management.

Barbara Kemp

Has fifteen years experience as a counsellor, having been trained and accredited by the Westminster Pastoral Foundation (WPF). She is one of the most experienced trauma counsellors in the UK, involved in supporting the employees of many blue chip organisations caught up in a wide variety of violent, traumatic and sudden death situations. Recent work has brought her into the area of mediation for Bedford, Milton Keynes and Aylesbury Courts. She is also a fully qualified pharmacist and worked for Cox and Robinson for some years as a relief manager and was also responsible for opening new branches. She has also acted in a personnel role both for Cox & Robinson and the John Hadfield Group.

Madeleine Rollason

Dip. Alc. Drugs, BAC Recognised Supervisor, former Director of the Hertfordshire Alcohol Problems Advisory Service, Alcohol Concern Recognised Trainer. Also a Relate Counsellor and Supervisor for many years concurrent with developing her specialism in the alcohol and drugs field. She was employed by London Transport to manage a project to provide education on drug and alcohol awareness and to assess employees with these difficulties. This involved: educating and negotiating with line managers on specific programmes to assist addicted individuals, running rehabilitation programmes and providing counselling for nominated employees, running a course for 150 Inspectors on how to recognise the symptoms of addiction and providing consultancy advice to managers at all levels on alcohol and drug issues. Madeleine has also been involved in providing post raid, robbery and hostage support to people involved in a variety of incidents.