

# Chapter Review

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## Stress Management and Employee Counselling

### Objectives...

- 1 define stress and list potential sources
- 2 distinguish three categories of stress symptom
- 3 explain what employers can do to help employees suffering from stress
- 4 propose steps an employer could take in order to minimise the possibility of harassment

### Key Terms

#### counselling

when a counsellor sees an employee in a private and confidential setting to explore a difficulty the employee is having, distress they may be experiencing or perhaps their dissatisfaction with life, or loss of a sense of direction and purpose

#### Stress

The physical symptoms of ill-health caused by excessive pressures in the workplace or elsewhere and leading to reduced job performance; how far an individual succumbs to stress is determined mainly by personality, and the extent to which they are confident of their ability to overcome the pressures.

25. In this chapter we focussed on stress and related matters. Work associated stress-related illnesses lead to avoidable absences which can impact upon performance. They may also lead to expensive litigation, prosecution and substantial compensation damages. Furthermore, a poor reputation for welfare makes it harder for an organisation to recruit, retain and motivate employees. The Health and Safety Executive (2010) define work related stress as the process that arises where work demands of various types and combinations exceed the person's capacity and capability to cope. The main sources of stress at work are located in a number of groupings. They may arise from environmental factors, job and organisational factors (including the organisation culture), workplace relationships, domestic situation, or personality factors. Personality affects the degree to which people experience stress and how they cope with it. Symptoms of stress are typically analysed under three headings – physiological, psychological and behavioural. Strategies for coping with stress can best be analysed under two headings – personal strategies and organisational strategies. The HSE has designed the Management Standards approach to help employers manage the causes of work-related stress. It is based on the familiar 'Five steps to risk assessment' model, requiring management and staff to work together. Counselling aims to provide a supportive atmosphere which helps employees find their own solution to problems. The goals of counselling are to enable an individual to handle stress by making better use of their own strengths, insights and resolve. Essentially, counselling is a process in which the counsellor helps the client to: identify the problem, agree what would be the ideal, or preferred, outcome, and consider ways by which the client might achieve that outcome.