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Workplace counselling and the contemporary world of work

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Abstract

In contemporary workplaces, many professionals struggle to cope with increasing pressures and aspects of workplace cultures that can have detrimental effects both personally and professionally. Counsellors can play an important role in supporting clients' functioning at work and their effective coping with work-related stressors. Practitioners providing counselling through Employee Assistance Programmes (EAP) and other work-related services regularly encounter clients experiencing stress, loss of confidence, and even burnout. It is also inevitable that counsellors in private practice and other settings have clients whose lives, relationships, and wellbeing are being adversely affected by unhealthy workplaces. Although professionals under stress may seek, or will be encouraged to seek counselling, they may experience challenges in and resistance to doing so. Much depends on the quality of engagement and support a counsellor is able to offer, and this relates not only to the practitioner's skills in establishing relationship, but also to their knowledge and understanding of the nature of contemporary workplaces. This article explores the significance of workplace roles and identities, the influence of contemporary working environments on professionals' identities and functioning, and work-related stress and coping, in order to raise practitioners' awareness of the challenges professionals face. Research into workplace counselling, and the implications for counsellors, are then considered.

Keywords: work-related counselling, organisations, professional role identities, workplace stress, coping

On the New Zealand Association of Counsellors' (NZAC) website, counselling is defined as "the process of helping and supporting a person to resolve personal, social, or psychological challenges and difficulties" (NZAC, n.d.). These difficulties can arise anywhere, at any time in a person's life, including at work. From a holistic perspective, one's work can play a significant part in fulfilling the need for meaning and purpose in life, contributing to a positive sense of future and identity (Cooper & McLeod, 2011). An artificial dichotomy seems to exist in common discourse between the personal and the professional, yet work can provide a place to belong, and for many people, their roles and relationships at work can become "an anchor for identity" (Simpson & Carroll, 2008, p. 44).

The nature of workplace roles, relationships, and conditions can play such an influential part in clients' lives that an understanding of contemporary workplace environments and their effects on employees seems vital. This is pertinent not only for counsellors engaged in Employee Assistance Programmes (EAP) and other forms of workplace counselling, but also practitioners in private practice and other settings who are likely to see clients whose lives are affected by workplace stressors. The purpose of this article is to contribute to this understanding by way of a literature-based discussion of the significance of workplace roles and identities; contemporary workplace environments; and workplace stress and its effects on professionals' functioning and wellbeing, and to consider the nature of and implications for workplace counselling.

Workplace roles and role identities

Roles within an organisational context have been defined as a set of expectations of skills and behaviours of employees within workplaces (Katz & Kahn, 1996). People's responses to and enactment of their roles are based on their perceptions of the behaviours required. Within organisations, there is a continuous interplay between expectations of one's role, management, and individual identity, which may encompass values and expectations associated with the ways in which people see themselves in relation to the world around them.

Workplace roles or specific jobs do not become identities in themselves, but rather, support the process of identity construction. A secure role identity is created when an individual's values, experience, and qualifications come together in a seamless and cohesive way when a specific job, and an organisation's expectations of the person in their role at work match those of the individual (Simpson &

Carroll, 2008). Such a secure sense of identity can contribute to confident, resilient employees who are positively engaged.

Contemporary workplaces

There is a common perception that people who work in professional roles are not needy but are well-functioning and advantaged (Jones, Woods, & Guillaume, 2015). They may be perceived as very secure in their roles and identities. Yet at some stage in their careers, many of these people struggle to cope in a "reflexively" modern workplace which Knights and Clarke (2013, p. 3) define as one where constant change, accountability procedures, and measurement of performance are taking place.

In the contemporary Western world of work, neoliberal trends tend to dominate (Dent & Whitehead, 2002) in the form of an emphasis on managerialism, measurement of outcomes rather than outputs, increased rationalisation of support services, and the constant rating of professionals' value, worth, and quality of performance. Such incessant pressure on people to perform and prove themselves can be exhausting (Dent & Whitehead, 2002) and engender insecurity.

Tension can increase as competition for individual status, power, and recognition is encouraged. For some this can be highly motivating and stimulate creativity, but it can also create conflict when the emphasis is on individual success rather than allegiance to organisational goals (Kuhn, 2006). This situation could occur in educational institutions where the goals reflect commitment to a greater social good, promoting high quality teaching and opportunities for the learners, alongside values of challenge, variety, and autonomy for academic staff. These goals and values may be undermined by the complex demands of government funding pressures and individual accountability that could potentially create an unhealthy workplace (Houston, Meyer, & Paewai, 2006).

In a world where economic efficiency is highly valued, the identities of those in professional roles can become compromised by or dependent on limited measures of performance and outcomes. Individual and organisational goals may also continue to be undermined when striving to meet the demands of financial or numeric accountability means working longer hours. In contemporary workplaces, while there can be greater autonomy and flexibility than before, there tend to be fewer boundaries, including expectations of availability 24 hours a day, seven days

a week (Moen, Lam, Ammons, & Kelly, 2013). Such pressures can contribute to a competitive, hierarchical culture within organisations, undervalue relationships at work, create power struggles that may lead to further insecurity and conflict at the top, and engender fear of failure (Knights & Clarke, 2013).

In the hierarchy of a contemporary workplace it could be assumed that those in positions of responsibility, having worked hard to gain professional success, would have the power and status to maintain a stable role identity, but their autonomy and influence often are overridden by the demands of accountability processes (Kostera, 2002). Therefore, in workplaces where successful performance is crucial, role identity is taken seriously, but the assumed stability of a professional role identity becomes an illusion (Dent & Whitehead, 2002). While those who have a strong sense of professional identity may wear the cloak of their profession with pride and a sense of commitment, they have to "work harder to retain the status and protection the label offers" (Dent & Whitehead, 2002, p. 3).

In such environments, the combination of these factors and other challenges that arise at work on a daily basis can lead normally competent and confident, career-focused people to experience stress, distress, or other more serious mental health concerns. It becomes an everyday challenge to seek and maintain a positive career identity and manage the complex balancing of multiple roles at work and at home.

The consequences for mental health and wellbeing

A healthy and productive work environment is dependent on the emotional, psychological, and physical health of its employees (King & Gardner, 2006; Tracy, 2000). Stress, chronic stress, and burnout can lead to employee incapacity, sickness, and resulting absenteeism (Wainwright & Calnan, 2002). Recent Australian research indicates that mental health issues are the main cause of reduced work performance in Australia and cost the country $11 12 billion dollars per year (Harvey et al., 2014). One in six people in the workplace will be suffering from depression and anxiety at any one time, and others will be experiencing symptoms such as worry, sleep problems, or fatigue that affects performance, which may potentially lead to more significant mental health challenges (Harvey et al., 2014). Not all these concerns will be solely work-induced, but they impair work performance regardless and undermine emotional wellbeing.

All too often, workplace pressures contribute to the erosion of professional identities, which can be fragile and can change very quickly in the face of insecurity (Knights & Clarke, 2013). In an article on "work blues" in the *New Zealand Listener* (Pellegrino, 2017), psychologist Natalie Flynn discussed "bombardment stress" as a combination of increased workload, information overload, lack of time for self, and the complexity of life generally, leading to feelings of overwhelm and self-doubt. General criticism of the self or self-deprecating talk is often a first symptom of insecurity, and if continued, begins to affect individuals' performance and how others see them, undermining their professional identities.

Levels of trust and social relationships

A stable career and professional identity can be stimulating and provide opportunities for creativity and social connection (Altman & Low, 2012). Well-functioning social relationships contribute to levels of trust within organisations, but if that trust is not present, cooperation and teamwork can be substantially undermined (Wright, 2015).

Lack of trust within organisations can also create insecurity, particularly for those employed on a contract basis who may develop a fear of being seen as disposable. Contract work and constant movement between jobs are perceived as inevitable in reflexively modern professional roles where it is expected that professionals will have a set of flexible and transferable skills to enable them to transition seamlessly between roles and job opportunities (Dent & Whitehead, 2002). However, this expectation may not be a reality, and constant change can reinforce feelings of insecurity, and intensify a lack of trust and individualism; such mobility does not easily accommodate the development of social relationships that a workplace often provides (Collinson, 2003).

Being attached to a specific workplace can provide the illusion of security, a sense of belonging, and a stable role identity, especially if the organisation reflects the values and beliefs of the employee. However, it can also have a negative effect. In a study of workers on a cruise ship where employees were paid to put on a "happy face" 24 hours a day, Tracy (2000) found that those who identified too strongly with the company risked burnout and depersonalisation. Those who tried to distance themselves, however, developed an emotional dissonance, experiencing a clash between their inner feelings and outward expression, resulting in a negative effect on their organisational relationships and emotional wellbeing.

While this was a somewhat unusual context, workplace relationships embedded in organisational cultures are affected by the levels of support available. When these are not positive and robust, individual professionals begin to doubt their personal resilience and professional identity, resulting in feelings of isolation (Dent & Whitehead, 2013). If people feel isolated, they can become lonely and disconnected. Work-related loneliness has been defined as "distress caused by the perceived inadequacy of interpersonal relationships in a work environment" (Wright, 2015, p. 127). Research suggests that loneliness can erode employees' sense of belonging, and undermine their organisations and performance, which can also increase the employees' anxiety (Wright, 2012).

Falling apart: Stress and anxiety in the contemporary workplace

When isolation, abandonment, or rejection occur, the fight–flight threat response is activated in the limbic system of the brain, evoking feelings of fear, anxiety, or shame. This response has assisted human survival over thousands of years by identifying threatening situations both consciously and subconsciously. The amygdala not only assesses physical danger but also evaluates the reward or punishment value of a highly complex social interaction such as those occurring at work (Cozolino, 2014).

In small doses, anxiety can motivate people to perform, but if unchecked it can adversely affect their behaviour, attitudes, and performance at work (Mortensen, 2014). Anxious people can be less confident and less productive. They often become socially isolated as colleagues no longer wish to be around them, and they are less likely to take risks, tending to avoid innovation or creativity. Anxiety can have a direct, negative impact on the productivity and cohesiveness of teams.

Anxiety, like loneliness, can be contagious (Mortensen, 2014). Both physiological (Buchanan, Bagley, Stansfield, & Preston, 2012) and psychological cues that people exhibit when they are stressed, anxious, or lonely can be picked up by others who are feeling the same, thereby contributing to potential physical and emotional health risks (Buchanan et al., 2012), a negative and mistrustful workplace (Wright, 2015), and a culture where workplace stress is considered the norm. Furthermore, a strong correlation exists between high levels of anxiety, isolation, workplace stress, and burnout (Mortensen, 2014; Wright, 2015).

Stress disrupts cognitive processes, impairing cognitive capacity and clarity

of thinking, causing lapses in attention, and altering decision-making processes (Maslach, Schaufeli, & Leiter, 2001; Mendl, 1999). Even brief periods of stress and the physiological responses to it have been found to alter memory (McEwen & Sapolsky, 1995). Stress has been called the modern epidemic (Wainwright & Calnan, 2002) and, interestingly, relationships at work were the most frequently identified stress-inducing demand for employees in one study (King & Gardner, 2006). Chronic stress can lead to burnout (Maslach & Jackson, 1981).

The emotional exhaustion and loss of self-belief and confidence which burnout involves are distressing for professionals or any employee experiencing these symptoms. Burnout is a recognised psychological syndrome in response to chronic interpersonal stressors in the workplace (Maslach et al., 2001) that can be associated with long-term physical effects such as heart disease, thyroid problems, and high blood pressure. Behavioural consequences can include aggression or withdrawal and negative coping behaviours such as heavy drinking or drug abuse. Mental health outcomes such as depression can lead to suicidal thoughts or actions (Palmer, Cooper, & Thomas, 2003). This downward spiral of stress, chronic stress, or burnout can adversely affect the quality of one's work performance, work relationships, motivation, and commitment. Disengagement or job loss could result (Palmer et al., 2003).

Effective coping

Studies in neuroscience and brain plasticity confirm that, just as stress and adversity can produce alterations in the brain, social and emotional behaviour can be modified by experience (e.g., Cozolino, 2014; McEwen & Sapolsky, 1995; Mendl, 1999). The impact of stress can be reduced by enhancing positive emotions such as compassion and kindness. These emotions increase activation of the prefrontal cortex and decrease amygdala activation, fear systems, and the threat response (Cozolino, 2014; Davidson & McEwen, 2012). Positive emotions fuel psychological resilience and may foster physical health, enable flexible, creative thinking and assist in building coping resources. Finding positive meaning and positive emotions have a reciprocal relationship, enabling more adaptive, creative problem-solving, contributing to a positive upward spiral. Individuals who experience more positive emotions than others become more resilient to adversity over time (Davidson & McEwen, 2012).

Studies have also shown that the ability to recognise, understand, and manage

emotions in oneself and others affects stress levels, physical health, and wellbeing (King & Gardner, 2006). Emotional intelligence is the ability to appraise, regulate, and utilise emotions for effective functioning. Within an occupational setting, it includes empathy, communication, stress tolerance, and social skills. Developed in childhood, emotional intelligence tends to increase with age and maturity and can be learned (King & Gardner, 2006). It can play an important part in appraising stressful situations and managing work-related stress, and can influence the organisational culture from within (King & Gardner, 2006; Luthar, Cicchetti, & Becker, 2000). If people in professional roles have low levels of emotional intelligence or are in the secondary phase of burnout, however, they may not have the cognitive ability to make effective choices (Maslach et al., 2001).

Interventions

While the coping strategies described above may be used effectively by some professionals in the workplace, they may not be available to or realistic for others. None of this knowledge diminishes the importance of the responsibility that organisations must take for stress management. Systemic interventions offered by organisations and individually-based coping strategies and interventions can be appropriate and helpful in managing stress.

Research has shown that interventions that have a direct effect on positive emotion, including reframing, reminders of positive moments, and problem-focused coping, enable a person to feel effective and experience a feeling of control or mastery over a situation (Folkman & Moskowitz, 2000). Themes central to coping include: personal control, personal agency, direct action, and social relationships. While an individual's past coping behaviour can be explored, it is also important to consider with them their social relationships, including those at work. Folkman and Moskowitz's (2000) study also showed that active pro-social coping behaviour had positive outcomes, e.g., thinking about how others might feel.

Drawing on untapped psychological resources is another way to help employees combat workplace stress. Avey, Luthans, and Jensen (2009) measured psychological capital, which included efficacy, hope, optimism, and resilience. Their study suggested that employees who drew from untapped psychological resources managed stress more effectively. The research also found that while personality testing at the recruitment stage was helpful in matching an employee

to a position and likely job demands, it did not necessarily assist with managing stress or take into account positive employee development or the connection that person had with their role.

Literature strongly indicates that normally well-functioning professionals do not cope when they have insufficient physical, social, emotional, and psychological resources (e.g., Folkman & Moskowitz, 2004; Luthar et al., 2000). Organisations have a responsibility to maintain healthy and productive workplaces by providing professionals with the most effective forms of support when needed, including physical and social resources as well as emotional support; this is critically important not only for individual employees, but also for the wellbeing of the organisations and the national economy. There is developing awareness that stress and depression are costing organisations money and the costs of presenteeism (at work but not functioning at one's normal level) are now higher than absenteeism (Pellegrino, 2017).

Large organisations worldwide, including those in New Zealand, are therefore implementing wellness programmes, recognising that positive wellbeing creates engaged, productive staff. Healthy organisations are encouraged by Health and Safety legislation in New Zealand: the Health and Safety at Work Act, 2016 (http://www.dol.govt.nz) recognises the responsibilities of both employers and employees. If they feel their workplace is unsafe, individuals are not only encouraged but are obliged to contact their employers and Worksafe New Zealand—and they can share culpability if they do not. This includes reporting both the physical and psychological factors that contribute to stress (http://www.worksafereps.org.nz).

If it is normalised as the expected thing to do, people are more likely to seek help within an organisation from colleagues, peers, or managers. The quality of relationships and trust within an organisation determines the extent to which help-seeking is seen as positive (van der Rijt et al., 2013). Professionals are less likely to seek help if they feel threatened or perceive that this will have a detrimental influence on their career. If the organisation's culture encourages seeking help internally, usually external help such as counselling is also encouraged and not stigmatised.

In organisations, workplace stress-management programmes, which often focus on working conditions such as flexible work hours and job redesign, can be helpful, but they fail to recognise the significance of the relationship between

the individual and stress. While working with an individual's stress response and building resilience, workplace counsellors can build a bridge between the individual, their needs, and the organisation. Organisations that conduct resilience training with strong links to positive psychology can be successful but also need to take into account each individual's response to coping and individual role identities (King & Gardner, 2006; Luthar et al., 2000). It is in this space—between employees' response to stress and the organisation's stress-management strategies—that workplace counsellors have a role.

Workplace counselling

Workplace counsellors engage with employees in occupational settings who seek support when they experience challenges to coping or perceive themselves as unable to cope with workplace-related stress. Counselling interventions seek to provide a supportive relationship in which to foster behavioural, emotional, and social change, to help build resilience and assist clients to develop strategies to enable them to cope with and manage the stress (Smither, 2011).

Legislative requirements regarding workplace stress, the impact of stress on organisational productivity, and concerns about professionals' work performance and wellbeing have facilitated the growth of the EAPs and other workplace counselling and coaching services. EAP services involve organisations contracting to an agency to provide short-term counselling with locally based providers. Other counselling services besides EAP can also be engaged through individual contracts, or other providers can be engaged by organisations, and EAP can also offer debriefing/crisis intervention, coaching, supervision, or training services in addition to counselling. Whether or not in some cases this growth may be a "tick the box" exercise to avoid the financial consequences of ignoring legislation regarding stress (Carmichael, Fenton, Pinilla Roncancio, Sadhra, & Sing, 2016), organisations engaging EAP and other similar services are likely to be motivated by a genuine desire to support their employees' wellbeing.

When Carroll (1996) wrote enthusiastically about the development of EAP counselling in the United Kingdom, his hope was that companies and organisations would see EAP counselling services as taking on a significant role in organisational life. The support of EAP services would enable the creation of positive organisational change, would be connected with employee performance, and would facilitate effective management practices and positive leadership. Twenty years later, EAP

services are generally offered to employees and professionals in many organisations in Aotearoa New Zealand, but unfortunately tend to be used as the ambulance at the bottom of the cliff when professionals are already showing signs of struggling to cope or are not coping. Counsellors are rarely used as a pre-emptive approach to professional wellbeing (McLeod, 2010; Wampold, 2001).

Research into workplace counselling effectiveness

Research into counselling effectiveness in occupational settings goes back to the late 1980s (Cooper, Sloan, & Williams, 1988) when there was a growing interest in the effects of stress in the workplace. The 1990s saw the development of more research into workplace stress and burnout (Cooper & Sadri, 1991; Van Dierendonck, Schaufeli, & Buunk, 1998). Since 2000, research into the outcomes and evaluation of workplace counselling programmes has increased significantly. McLeod (2010) undertook an extensive review of literature on the effectiveness of workplace counselling or EAP in the UK. His meta-analysis of studies showed that counselling was consistently successful in improving the symptoms of short-term psychological difficulties such as anxiety, stress, and depression. The studies reviewed showed up to a 60% reduction in absentee rates. Counselling also had positive effects on "job commitment, work functioning, job satisfaction, and substance abuse" (McLeod, 2010, p. 245). Although some studies of EAP services from the US and Australia have had a slightly different focus which may reflect different emphases or ways of working in those services, they also indicate that workplace counselling is effective (Alker & Cooper, 2007; Flanagan & Ots, 2013).

Since McLeod's (2010) review of workplace counselling effectiveness, other studies in the UK on the effectiveness of time-limited counselling at work have found that it was generally effective in reducing the symptoms of stress, anxiety and depression, distress, dysfunction, and underperformance (Collins et al., 2012; Mellor-Clark, Twigg, Farrell, & Kinder, 2013).

Workplace counsellors experience an increasing demand on their services from employees suffering from the negative effects of stress in the workplace. Research clearly indicates that the number of employees experiencing symptoms of stress at work is increasing and workplace counselling is effective in reducing these symptoms, particularly over four to six sessions (Alker & Cooper, 2007; Kirk & Brown, 2003; McLeod, 2010; Mellor-Clark et al., 2013; Wampold, 2001). Critics such as Arthur (2000) argue that employee distress is often caused by the

interaction between workplace requirements or relationships and the personal lives of employees. While it is certainly possible—and necessary—to address such tensions within the scope of workplace counselling, there can be complex situations that may require more than a few counselling sessions and additional resources, beyond those available through time-limited EAP schemes.

A criticism of workplace counselling is that it is usually focused on and engaged in by individuals, and puts the onus for change on the person rather than the organisation (Alker & Cooper, 2007; Arthur, 2000). An implicit assumption here could be that the organisation cannot be changed. Working with only one individual person appears to be a simplistic and inadequate approach to stress management if the underlying organisational causes are not addressed. The role of a workplace counsellor is limited unless an organisational dimension is recognised; otherwise, the practitioner may not have the influence or the capacity to liaise with management about organisational concerns. Confidentiality in this context is highly sensitive and can inhibit the growth of the role and development of more pro-active work to support the health and wellbeing of the organisation.

Implications for workplace counselling

As indicated above, EAP services can be engaged by organisations for crisis intervention or in a "last resort" exercise to provide a professional with the support legislation requires. If EAP is used in this way, however, the damage to both the individual and the organisation has already been done (Hawkins & Smith, 2006). For example, if an employee has already become disengaged, their attitudes to the work and workplace could have become destructive and contagious (Folkman & Moskowitz, 2004) or stress levels may already have reached the burnout stage (Maslach & Jackson, 1981). If an intervention had been sought sooner, the EAP service or workplace counsellor could have had a more positive impact on employee engagement, to the benefit of both the professional and the organisation (McLeod, 2010).

Help-seeking in organisations: Perceptions and tensions

While organisations may like to promote positive attitudes to help-seeking, there may be wider societal influences that counteract even their best efforts. Many organisations still have a problem-focused attitude to counselling, particularly those that still promote competitive white male values (Jones, Pringle, & Shepherd,

2000). These values serve to reinforce individualistic attitudes that strong, healthy people do not need help, and even if an organisation provides counselling support, professionals may still be resistant to seeking help.

Professionals can fear that seeking counselling support will expose them as inadequate, creating feelings of embarrassment, or fear others will see them as weak or inferior (van der Rijt et al., 2013). If the psychological risks outweigh the benefits, a professional is unlikely to seek help (Nadler, Ellis, & Bar, 2003). Reluctance or resistance can come at a high price: for a professional struggling to cope in the contemporary workplace, appropriate support can mean the difference between success and failure.

A study with finance executives in the United Kingdom which investigated resistance to seeking counselling and coaching for stress-related issues revealed that the participants had negative perceptions of counselling (Gyllesten, Palmer, & Farrants, 2005). They were concerned they would be stigmatised as having psychological or mental health problems if it was known by their organisation that they had sought counselling (Gyllesten et al., 2005). Other studies looking at the resistance of professionals to seeking counselling support provided by or paid for by their organisation have suggested that there were concerns about the confidentiality of the process and fears that the content of sessions would be reported back to the organisation (Carroll, 1996; van der Rijt et al., 2013).

It is possible that counsellors themselves may contribute to the negative perception or stigma associated with counselling and mental health concerns in organisations. Practitioners lacking experience, understanding, or background in working in organisations may inadvertently create a resistance from professionals or their employers to working with them, even though they have the skills and ability to make a difference (Gyllesten et al., 2005). Kilburg (2000) observed that not all counsellors or mental health professionals are attracted, or suited, to organisational or corporate life. In another study, professionals perceived counsellors as good at listening but not much else, but agreed that when counselling used a problem-solving approach it was effective (van der Rijt et al., 2013).

Another challenge for workplace counsellors can be tension between employees' needs and economic imperatives in many companies. This may not only limit the types of intervention(s) some counsellors use but also dictate the number of sessions an employer is prepared to pay for, regardless of what is needed for

a successful outcome. The cheaper option, however, may not necessarily be the most appropriate or efficacious in terms of what an individual employee or the organisation needs.

This indicates that a vital aspect of successful practice in a workplace is establishing relationships with managers and educating professionals–in fact, all staff–about the real nature and potential of counselling, and about the importance of help-seeking, changing the image and narrative from one of shame and failure to one of courage and commitment.

Conclusion

The disparity between the resilience of professionals and the environmental pressures they face has inevitably intensified the incidence of workplace stress and its more serious consequences. Organisations need to be encouraged to take a pro-active approach, using counselling as a preventative strategy rather than the ambulance at the bottom of the cliff.

Research has found that workplace counselling is generally effective in counteracting the effects of workplace stress and counsellors are able to facilitate strategies with professionals that can lead to a sense of purpose, belonging, and security at work and assist with building and maintaining confident professional role identities. A positive role identity at work can be central to a professional's coping and wellbeing, managing stress effectively and being successful in the workplace.

Counsellors who understand the challenges experienced in contemporary workplaces are in positions of influence and have a responsibility to support their clients to function effectively. They also have the opportunity to influence organisations and encourage changes that will support healthier workplaces. This is a professional and ethical responsibility that should not be taken lightly.

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