Contents

Intro	oduction	1
	The purpose of this book	1
	Who is the interviewer?	1
	The helping model in this book	2
	Qualities of the effective professional helper	3
	Using this book	3
	Overview of Processes, Stages and	
	Contexts of Helping	5
	Processes and stages within the single interview	5
	Beginning the interview effectively	6
	Responding with a range of reflective	
	and empathic responses	6
	Managing direction and movement	
	throughout the interview	7
	Achieving the work of the interview	7
	Managing the conclusion of the interview	8
	Stages in the helping process over	
	several interviews	8
	Stage one - making a connection, exploring	
	issues and gathering relevant information	9
	Stage two - locating client strengths,	
	directions and goals	10
	Stage three – action strategies for change	10
	The contexts of modern interviewing	
	practice in the human services	11
	Personal and social contexts for modern life	11
	Values contexts in professional practice	
	in the human services	14
	Organizational contexts of human service work	16
	Gendered contexts of interviewing	19
	CHAPTER OVERVIEW	22

2	Making the Initial Connection with	
SECTION S.	Nonverbal and Verbal Skills	23
	Nonverbal skills: key processes in connecting	24
	The unspoken realm of communication	24
	Gender and culture in nonverbal communication	25
	Effective nonverbal behaviour in the interview	26
	The classic nonverbal attending position	28
	Furniture and physical surrounding for interviewing	28
	Avoiding physical barriers	29
	Forward body lean	29
	Space considerations in body positioning	30
	Use of eye contact and qualities of eye gaze	31
	Relaxed use of attending functions	31
	Facial expression	32
	Hand gestures and other body movements	32
	Head nodding	33
	Psychological attending	33
	Following skills in the counselling interview	35
	Verbal 'door openers'	35
	Occasional sub-verbal sounds	35
	Minimal reflections	36
	Appropriate attentive silence	37
	Verbal foundations of empathic responding	38
	Maintaining the reflective approach	38
	The concept of active empathy	40
	Reaching for shared meaning in the	
	interpreted interview	41
	Background issues to consider in using an interpreter	42
	Roadblocks to empathic interview management	45
	CHAPTER OVERVIEW	50
3	Paraphrasing as the Foundation of	
	Effective Responding	51
	Reflective components of the paraphrase	51
	Reflection of feeling	52
	Immediacy as a quality of feeling reflections	53
	The nature of feelings	54
	Expanding vocabularies to accurately	
	acknowledge clients' feelings	54
	Feeling word lists	56

		CONTENTS	Vii
	Reflection of situation		58
	Reflection of behaviour		59
	Linking components to make a paraphrase		61
	Examples of paraphrases		62
	Order of components in a paraphrase		64
	Ways to help clients to identify and link		
	feelings, situations and behaviours		66
	Self-talk and internal behaviours		66
	Separating feelings from situations/behaviours		67
	Strengths perspective in paraphrasing		69
	Purposes of summaries		71
	CHAPTER OVERVIEW		73
4	Prompting the Client and Recording		
	the Interview		75
	Causes of inappropriate probing		76
	The difference between questions and probes		77
	Open and closed forms of probes		78
	Directed and restricted probes		<i>7</i> 9
	Probes to avoid		79
	Why questions		80
	Leading or suggestive probes	`	80
	Advice disguized as questions		80
	Double and garbled questions		80
	Accidental questions		81
	Probes in different stages of interviewing		81
	Purposes of questions or probes in		
	different stages		82
	Using probes to help clients to be more		
	specific and detailed in exploring issues		82
	Using probes to focus on clients' strengths,		
	needs, wants and goals		83
	But avoid probes asking the client		0.7
	about final solutions		83
	Recording processes in the interview		84
	Pressure of notetaking		85
	Taping or video recording interviews		86
	General consideration of all types		0.4
	of recording in interviewing		86
	CHAPTER OVERVIEW		87

11. 10.	Managing the Focus of the Interview	89
200-000	The importance of a preliminary	
	mapping of the issues	89
	Defining focus points in the interview	91
	Initiating the interaction effectively	91
	Getting started	91
	Defining purpose and scope	92
	Planning the interpreted interview	93
	Tensions between empathy and direction	94
	Interviewing clients who seem unresponsive	96
	The issue of client 'resistance'	97
	Focusing the over-talkative client	98
	Managing transitions between points	
	in the interview	99
	The nature of transitions	100
	Types of transitions	101
	Steps and processes in the well-	
	managed transition	102
	Selecting the issue for focus	103
	Summarizing the main points from an	
	issue or aspect of the client's story	103
	Signalling the worker's intention to	
	shift the focus	104
	Using an open probe to make the shift	105
	Empathic responding to the client's	
	follow-on material	105
	Concluding the interview	106
	CHAPTER OVERVIEW	109
6	Goal and Action Work with Clients	111
	Importance of the behaviour element in preparing	
	for goal focused work	112
	Forms of client behaviour	112
	Visible, external behaviours or actions	113
	Internalized behaviours	113
	Reframing clients' negative thinking	114
	Recognizing patterns in clients' thinking	115
	Helping clients with blind spots	118
	Focusing on goals and managing	
	client change processes	119
	Goal directed thinking - or not!	120

	CONTENTS	ix
Internal thought processes and goal-focused work		121
The positive impact of well-formed goals		122
Well-formed goals		123
Keep goal talk simple		124
Goal bridges and the miracle question		125
Brainstorming strategies		125
Best-fit approach to selecting strategies		127
Turning goals into solution-focused		
action - the path to change		128
The importance of small 'baby' steps		
towards change		128
Case study - Jo's plan of baby steps toward change		128
Motivational interviewing approaches		131
Phases of motivational work		131
A framework for assessing motivational states		132
Phase 1 – Building motivation for change		132
Phase 2 - Strengthening clients'		
commitment to change		134
Cognitive-behavioural strategies		135
Background issues in the development of CBT		135
Continuing importance of inner language and		
self-talk in behaviour change		136
Conditioning and cognitive learning theory		137
Cognitive information processing		137
Self-attribution and constructive narrative		137
Resilience in goal and action work		138
CHAPTER OVERVIEW		140
7 Managing Crises: Violence, Self-Harm		
and Anger		141
Crisis management in interviewing		141
Sources of crises		142
Interviewing emphases with clients in crisis		143
Clients who threaten violence and self-harm		146
Self-protective plans and clients		
with violent backgrounds		148
Clients who discuss suicide		148
Professional obligations to warn and report		150
Managing anger in interviews		152
Practitioner and client anger		152
Issues about expressed and repressed anger		153

	Anger, stress and hostility	154
	The uses of anger	155
	CHAPTER OVERVIEW	156
8	Self-care in Counselling	157
	Defining stress	157
	Three phases of the general	
	adaptation system (GAS)	158
	Alarm or reaction	158
	Resistance or adaptation	158
	Exhaustion	159
	A case study of stress	159
	Susceptibility and resistance to stress	161
	Control issues and stress	161
	Professional burnout	163
	Symptoms of professional burnout	164
	Learning to survive – strategies to	
	manage stress and burnout	165
	Organizationally located strategies	165
	Maintaining physical health and well-being	166
	Defending oneself with communication skills	166
	Building internal control	166
	Growing resilience in self and others	167
	Support and supervision as stress management	167
	The value of reflexive learning in practice	169
	Layers of learning in reflexive practice	169
	Challenges to the reflexive mode of practice	171
	Transformative learning practices	172
	CHAPTER OVERVIEW AND CONCLUSION	174
Epilo	gue	175
Refer	rences	177
Index		183

183