

help provide the overview and good counselling support that help keep the spirits up, when things begin to feel like they are getting out of hand.

And then there are the unemployed who can benefit from Career planning services the most, and therefore should have access to these services. Most states do offer some kind of career planning services through the Department of Economic Security in your region. These most likely will not be your clients, because they won't have the funds. However, you can assist them in other ways. Offering a free 30 minute consultation with a follow-up might be just the intervention that allows an individual to get a new perspective on the journey out of the jungle. Or you can volunteer to deliver a workshop on any aspect of the job search that interests you. You can become an expert and then bring that more and more into the list of tools and services you offer. Write an article, sponsor a free one hour workshop. You get the idea.

Coaches who want to provide Career Counselling/ Coaching or Planning, consider the following tips for exploring this new option. As you begin to explore this field you will be discovering anew the thrill of helping others determine their future direction with the confidence they can do it again, and again, and again.



- 1** Research the existing [Career Planning Resources](#) and find a [Program](#) you can make your own.
- 2** Realise there are two separate but integrated parts of the Career Planning process:
 - a. Self Assessment
 - b. Job Search Support including resumes, interviewing & networking & researching opportunities.
- 3** Develop a list of tools and services you want to offer and become an expert at

using them. You might consider the different ages and audiences you hope to serve.

4 Identify other resources for effective referrals. You don't need to be an expert at it all. It will help to have other career counsellors in your corner for support and information. Be willing to pay them.

5 Discover what it is that brings you the greatest joy in helping others find meaningful work. If you are doing what you love, chances are good, you can help others discover their niche.

Career Counselling/coaching and planning has had and continues to have a brilliant career. For coaches who have already made a commitment and a decision to enter the field of helping others, this can be a great specialty to add to your portfolio. You might want to consider the unique aspects of "counselling, coaching and planning" in reference to helping others discover their true legacies. As you do the constant self defining, so will they. But please, do the homework suggested above, so you are able to build a solid foundation, which will be your lasting legacy.



ABOUT DEBORAH KNOX

Deborah Knox is the author of '[Put Your Spirit To Work: Making a Living Being Yourself](#)', Wheatmark, 2012. She has been providing Career and Life Work Planning Services since 1972 when she attended an outplacement workshop for hundreds of Pam Am flight attendants, conducted by John C. Crystal. Her passion for the comprehensive program presented in her book, has inspired thousands to discover their own life work purpose and meaningful living. She attended Coaches Training Institute in 1990. She has a BS from Elmira College and graduate work in Adult Education.

Career Coaching and Burnout When Ego and "Reason" Collide

by Yassen Dimitrov (Bulgaria)

Introduction:

It's easy for the coach when a client's goals are directed towards career progress. Hierarchy growth is easily defined, socially approved and oftentimes desired. In the suchlike coaching process key word is "betterment". The relationship formed between the coach and his client's are based on common striving to upgrade, to meliorate career development. Quite often that is a fruitful process resulting in positive emotions, feelings of strong "mental" connection and mutuality.

On the other hand, occasionally there are cases when the client needs a different type of coaching. The one that would help dealing with fears, doubts and feelings of powerlessness. Emotions that often emerge on the surface in the final stages of stress and burnout. Working with clients experiencing burnout is often part of Career Coaching, of course it spreads to other forms of coaching services as well.

What exactly is Burnout?

The problem of burnout is not new in the field of helping professions. It has been studied for many years from physiological and medical perspectives. It is only in the last decade that burnout has been an object of interest for the Coaching professionals. So what exactly is burnout?

Some authors describe it as a type of "prolonged response to chronic emotional and interpersonal

stressors on the job" (Schaufeli, Maslach, & Marek, 1993). Valent defines it with accent on physiological symptoms and low performance issues: "Burnout can be defined as cumulative result of high stress levels, followed by sense of powerlessness in achieving work goals, which may be accompanied by psychophysiological arousal symptoms such as sleeplessness and irritability, decreased work performance, relational disruptions or avoidance." (Valent, 2002, p. 19). Burnout is also described as a state of mental and emotional depletion coupled with physical exhaustion (Osborn, 2004), that results from high work demands and low job satisfaction (Lee et al., 2010).

Looking at the definitions above we can easily say that the burnout syndrome would be one of the "evergreen" topics for Career Coaching.

How to recognise burnout in coaching process?



One of the certain proofs for burnout is the group of physiological symptoms experienced by the client. Some of those are sleeplessness, impaired immune system, constant headaches, rapid heartbeat, dizziness, appetite problems etc.



Besides the physical part (a very frustrating experience by itself), there is also performance related issues, and quite often they are the ones that lead to start-up of the coaching process. People, who go true burnout, normally experience the pattern of 3 different stages.

The first stage involves imbalance between personal resources and the demands of the work environment. As a response of that, the person triggers some type of coping and compensatory mechanisms. This is stage of active struggle and sooner or later, it leads to exhaustion. That leads to the second stage where the person feels emotional tension, fatigue and irritability untypical for his character. At that stage usually the personal life of the client gets affected by the burnout too.



The third stage is manifested by changes of behaviour and attitudes towards work. Examples of such changes could be obvious negligence of tasks, goals, procedures, cynical language and expression of extreme demotivation, absenteeism, complete lack of initiative, negativism, passive – aggressive behaviours and even sabotage of company goals and values (Cherniss 1980b, p. 17).

Yet what actually causes the burnout?

There are so many different researches on burnout that it would be impossible to summarise even one fifth of them within one article. Exhaustively said there are two main groups of factors determining the appearance of the burnout syndrome.



The first group consists of work – related factors. Some studies indicated that burnout is provoked mainly by workload (De Peape, French and Lavay 1985). Other authors argue that the intensity of intrusion of new technologies and innovations are the crucial factors. (Schaufely et. al. 1995). Some researchers are connecting burnout with specific sector or industry. Another important issue for the group of work related factors is added by Hemingway and Maclagan. They claim that employees in the twenty-first century very often view organisational missions, visions, and values with scepticism.” They may hold personal values that differ from the organisations. For example, a retail salesperson may be more interested in the quality of customer service than meeting sales targets. Another salesperson may only value maximising personal sales commissions over developing ongoing relationships with customers. In some circumstances, more clearly articulated corporate values may provide a more

fertile ground for value conflicts.” (Hemingway and Maclagan, 2004). Viewing all these different opinions we could agree to some extent to every statement. Although my personal opinion is that all those work related factors contribute to the levels of stress and burnout, but the most important one is the individual perception of the stressful factors. That leads us to the second group to wit...

Personality characteristics/factors.

The variety in this group is much larger. Starting with external locus of control (Keane, Duchete and Alber 1985), continuing with low impulse control and type A behaviour (Nagy and Davis 1986) and finishing with neuroticism, trait-anxiety, low self-esteem (Mc Granie and Bradsmas 1989; Richardsen et al 1992; Poulin and Walter 1993). Another important factor of this group is a so called physiologic response to secondary stress. The term secondary stress describes person’s reaction to the stress of others close to him – in that case co-workers, colleagues, subordinates, clients, etc. (by the way this is an N1 case of stress for coaching professionals). Since there is physiological arousal response in hearing stressful stories from clients, and colleagues, person trigger similar emotional/physical response. Worst cases of secondary stress the person can actually experience threat or a danger, or have the same body response to perceived danger. Rotshild explains it perfectly:



“ **‘The autonomic nervous system triggers the body’s initial response to stress with the fight, flight, or freeze reaction, evidenced by faster heart rate, dry mouth, and increased muscular tension. Simply hearing about somebody else’s stressful event can activate the autonomic nervous system’** ”
- (Rothschild, 2006).

As we are blessed to live in 21st century, we have access to an enormous amount of information, and we can continue discussing many different researches and their contribution on the topic, and yet, what would be the point of that, if we cannot find an answer to the main question. And the question is:

What can we do to support our clients experiencing burnout?

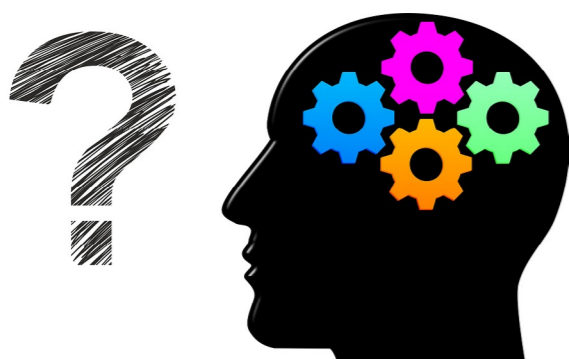


Looks like the Coach would face a dilemma here. In one way, the process can go in direction to support the client somehow to hold on to his career, to develop a wider variety of coping mechanisms and adaptation strategies. That can be achieved in many ways, starting with working on behaviours such as assertiveness and the ability to say “NO” to unrealistic demands at work. To build different type of relationships with co-workers, to be able to ask for help, to express vulnerability, frustration or disagreement. Other lines of possible support there is to focus on work/life balance and to learn how to stand for his writers. Developing time-management and conflict management abilities is also a possible solution. If we support the client in that direction Coaching process quite often can save the client’s Ego from feelings of failure and being unsuccessful, and can give him some tools to cope with stress in a work situation easier than before.

On the other hand, and it all depends on the situation, we can choose the other way. To support the client to leave his work in order to save himself- physically, and psychologically. In my experience very often that is the “way of reason”. It is very helpful for the client in this situation to open the “mental space” in which personal values and beliefs can be re-defined. Self-perception issues can be the main topics here, and Coach’s role is crucial in the process

of building up self-confidence and positive self-image. To be honest with you I often wonder which of these two ways to take and to follow, and I found that best thing to do, is to leave that choice for my clients. The only condition here is to inform them - by all means- about the seriousness of burnout syndrome, and all consequences that follow in professional and personal areas of life.

So going back to the question Ego or reason, which of those two to support, my point of view is let the client decide, but before that, make sure you have taken him to the point of awareness and maturity that he will take an informed, rational and wise decision.



ABOUT YASEN DIMITROV

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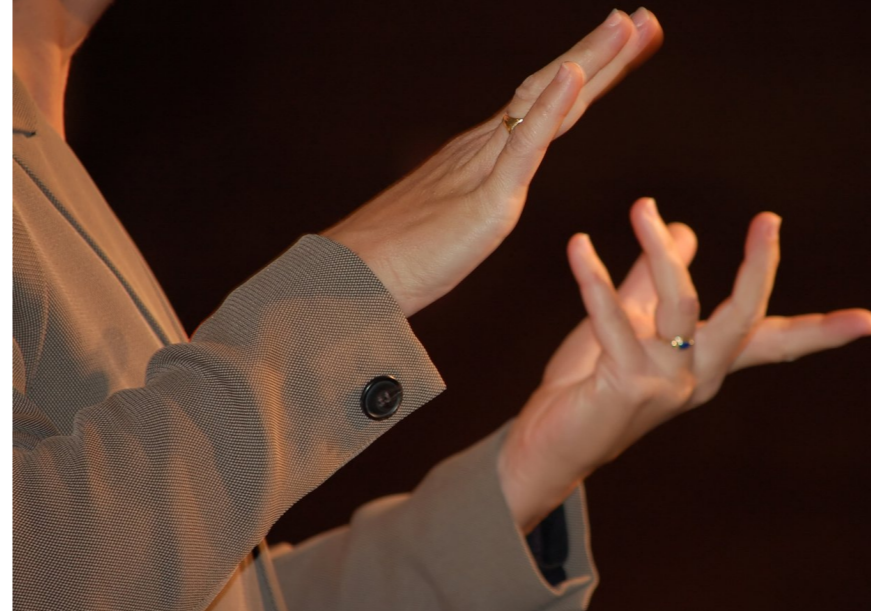
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How to Support Career Coaching by Language Coaching

by Beáta Kovács (Hungary)

Language coaching is such a new area of coaching in my country, Hungary that I usually need to clarify what it means, even to my professional colleagues. Therefore, I would like to give a brief description of what language coaching is before elaborating on the various areas of career coaching that can be enhanced by it.

A language coach supports people who have some difficulties in using a foreign language. They might have obstacles in their language learning processes (having trouble with speaking, progressing very slowly etc.) or they might be professionals who need to give presentations, take part in negotiations, write e-mails, make phone calls in their jobs or participate in foreign language job interviews. In all these cases a language coach helps the coachee eliminate the obstacles that prevent them from performing these tasks in a stress-free and persuasive manner by finding and relying on their strengths, getting rid of their limiting beliefs and widening their comfort zones. Hence, they will achieve more of their potential at work.

Career Coaching covers a really wide area ranging from helping hesitating students who need support to choose their educational track to professionals who have hardship in their current positions. Some are hesitant whether to change their workplace, positions or even their professions or to stay and cope with the difficulties they encounter in their current jobs.

One of the obstacles these people are often faced with is their foreign language knowledge. In the Hungarian corporate environment, knowing at least one foreign language is essential to pursue a successful business career. Progressing up the career ladder is often disturbed by the lack of appropriate language skills. Although very often people do possess the necessary command of foreign language, they deprive themselves of so many career options just because they are not confident enough in their foreign language

knowledge. They claim their command of the required language is not enough, their colleagues speak the given language better and I could enumerate an endless list of excuses that I hear from my coaching clients. They claim these because they lack self-confidence, their self-esteem is low and do not assess themselves correctly.

This is the point where the assistance of a language coach can give the necessary boost and encouragement to these people. In any of the above mentioned cases a language coach can give support in defining the ultimate goal and planning how to reach that with the given language knowledge and skills of the coachee. I apply techniques that help the coachees find and exploit their strengths, get rid of their limiting beliefs and leave their comfort zone to have a more successful and satisfying career and private life as well.

In the following part of my article I will describe how it works in practice, what fields of the corporate environment can be supported by language coaching:

Business Presentations in a Foreign Language

Giving a presentation even in your mother tongue can be a stressful situation, not to mention doing the same in a foreign language. At language coaching sessions we examine the potential circumstances, obstacles of the presentations, use imaginative and visualisation exercises to release the stressful aspects of the presentation. Even the preparations are discussed, how the coachee will prepare for the day of the presentation, what they