

Pedagogical approaches to career guidance

Training Modules: Pedagogy And Psychology For Career Counselling

Training of the future career guides including anti-fragility, mindset building, ikigai, career counselling tips and pedagogical approaches to career guidance.

Part 5

Introduction

In this 5th module, you will get tips for inclusive career guidance. Career guidance is approached from five perspectives:

1. You will first familiarize yourself with the theoretical framework of career guidance and then in-depth empathy-based career counselling.
2. You get to know the fundamental pillars of multicultural career guidance.
3. You will get basic information on intercultural communication (Lewis, Hofstede).
4. You will get tips for creating networks.
5. You also reflect on how empathy can be used in digital counselling meetings and what empathy-based digital learning design is like. Pedagogically, linguistically and technologically (economically) accessible counseling (language, multilingualism, Mediation Customer based planning (UX) Co-creation



Competence Goals

After this training, counselors

- have a basic knowledge of career guidance theories,
- knows what multicultural counselling is,
- plans multicultural meetings, taking into account the challenges of cultural diversity,
- recognises the impact of cultures on individual behaviour,
- adheres to the principles of language and cultural awareness and
- understand the basic principles of creating accessible and empathetic online course design.

Duration and Contact Hours

2 ECTS

Three half-day meetings á 3 hours and independent work 35 hours.
Peer exercises 10 hours.



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Content

1. Theoretical background
2. Multicultural career counseling
3. Cultural awareness and Intercultural communication
4. Accessible and empathy-based online counseling or course design



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1. Applying career theories to your Career Guidance practice

Applying career theories to your Career Guidance practice



Claire Murphy

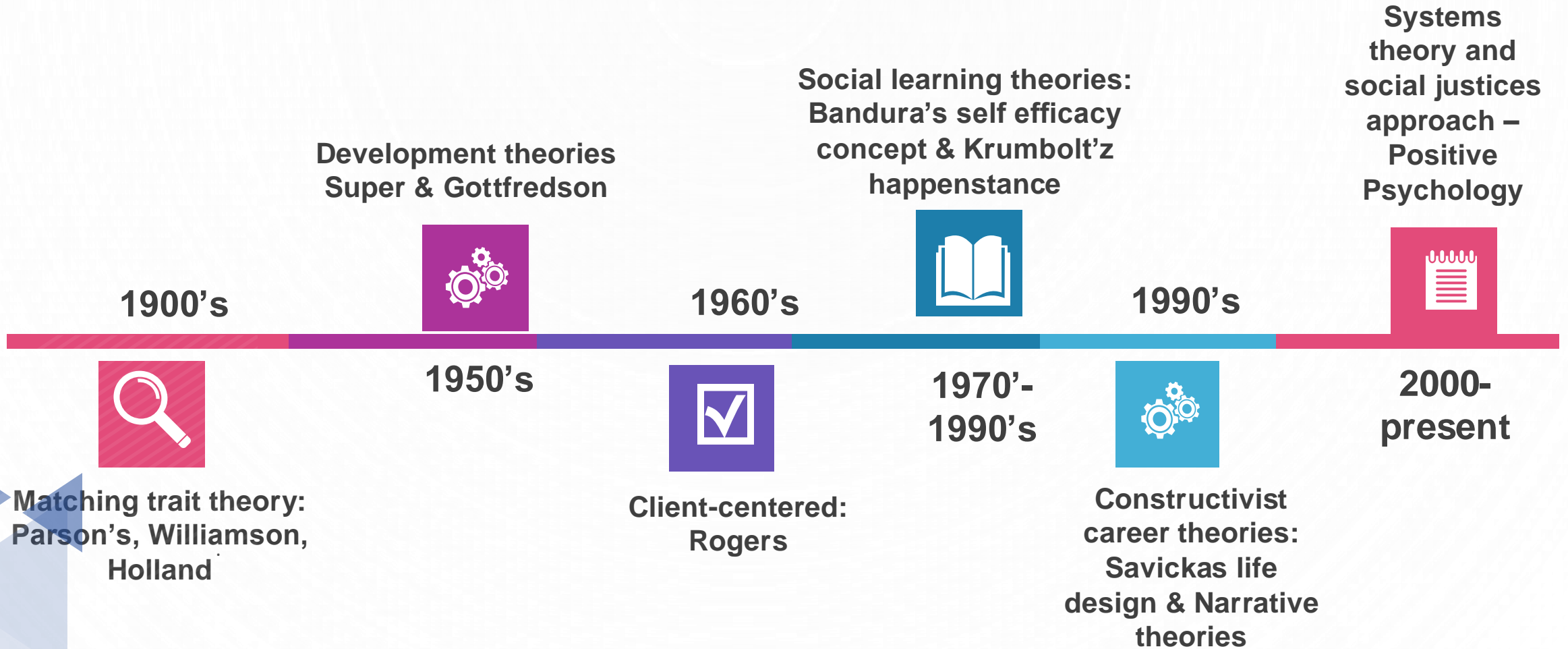
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Career Guidance video



Source: <https://youtu.be/UO0dAsmcmOw?si=hi52WwQb3e6ypOxK>

Timeline of career theories



Why are career theories important?

Career theories are important because they inform our Career Guidance practice

Career theories influence how:

- We help help clients to gather data both general and personal data
- We facilitate clients to self analyze
- We as guidance counsellors analyze the client
- Help the client's outlook
- Help the client to gather information on the vocational field
- How we induct and advise the client to a particular field – logical and clear reasoning
- How we generally help the client to reflect and fit into their chosen career



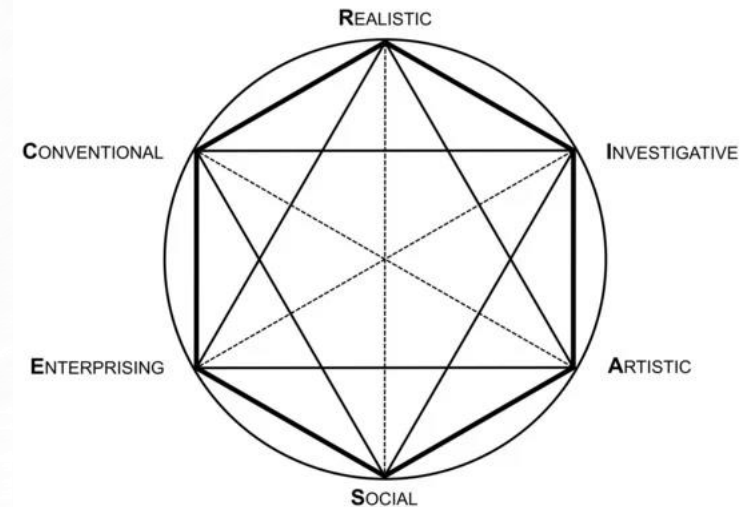
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Trait factor theory- Parson's/Holland

- Fantastic starting point for any student/ client of any age who does not know where to start
- Particularly relevant for students aiming for high points courses who may be at risk of not getting their first choice – Physio/Army/Sports and Exercise/PE teaching

Students would need:

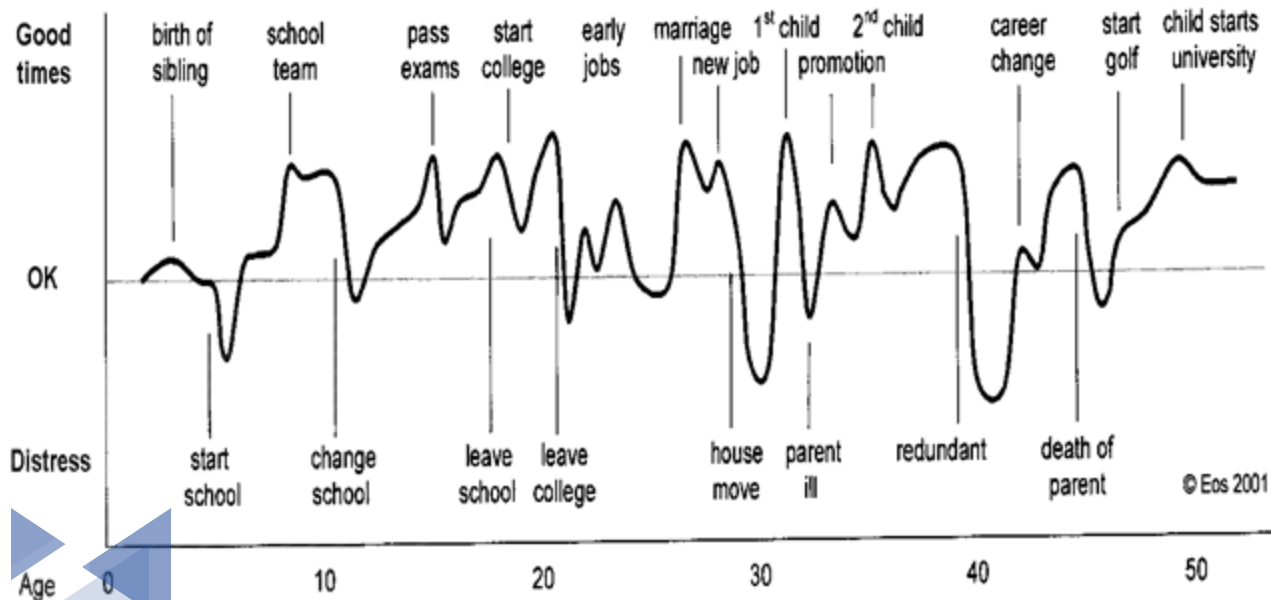
- Good understanding of their own traits
- A knowledge of jobs
- Good judgment about the link between traits and the labor market



Source 20-08-2024: <https://www.mdpi.com/2624-8611/3/4/47>

Developmental theories – Super

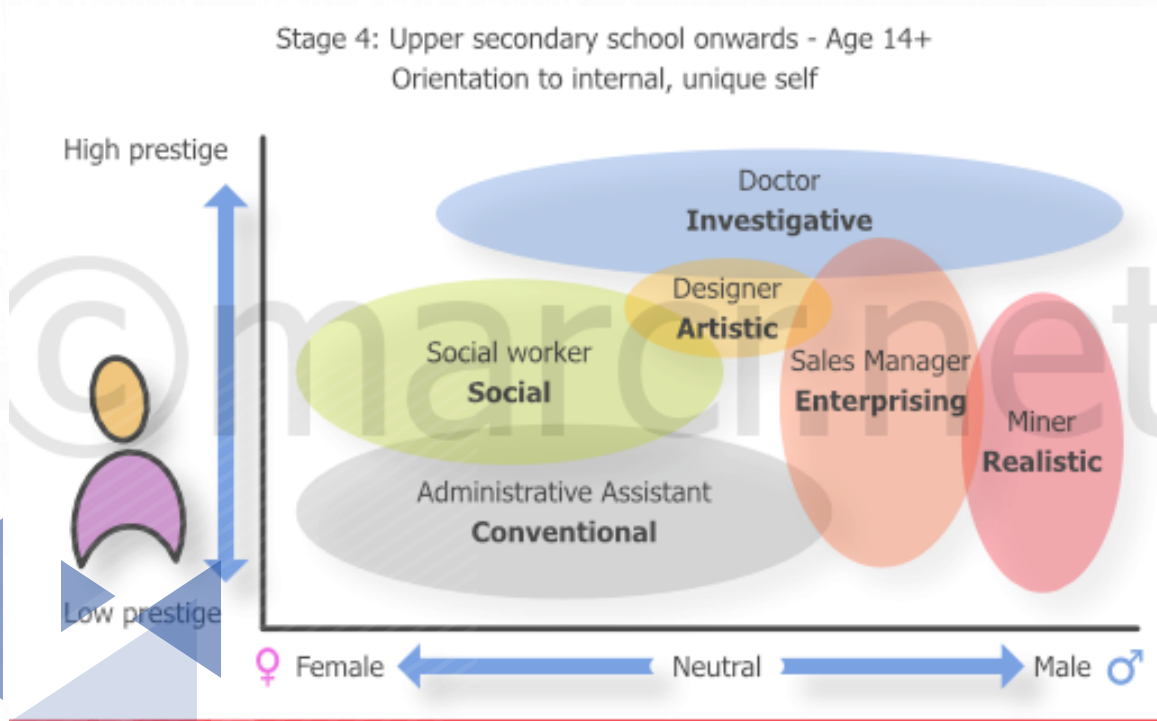
Figure 2: Example of a self-report lifeline charting well-being through typical life events



- Self-concept changes over time and develops through experience
- Super argues that occupational preferences along with an individual's life changes with time and experience therefore so does their career wants/preferences and desires.
- The average person changes career 5 times so now there is more an emphasis on skill acquisition as oppose to subject specific knowledge.
- Important for career changes/mature students/adult learners – springboard.ie
- Very individual for each person. Understand influencers are they accurate for the person

Source – 30-08-2024: <https://www.eoslifework.co.uk/transprac.htm>

Developmental theories – Gottfredson



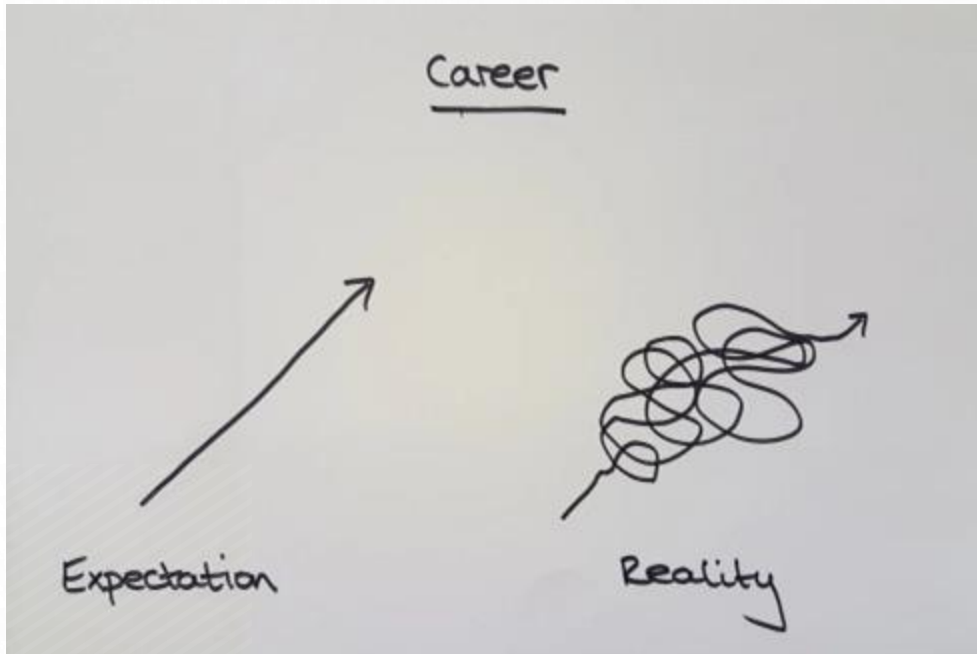
- Can't test their assumption so limiting beliefs can become a self-fulfilling prophecy particularly children of lower socio economic groups/ 1st child to attend college or access students at 3rd level.
- Choose a career without thinking about all options because of external pressure/ anxiety or restraints
- Work experience can be useful here or career interviewing others
- Very useful for students/client with low self confidence or a family of no prior educational attainments. Challenge their own beliefs about career choice

Bandura Self-efficacy theory



- Bandura defined self-efficacy as people's beliefs in their capabilities to exercise control over their own functioning and over events that affect their lives.
- One's sense of self-efficacy can provide the foundation for motivation, well-being, and personal accomplishment.
- People's beliefs in their efficacy are developed by four main sources of influence, including (i) mastery experiences, (ii) vicarious experiences, (iii) social persuasion, and (iv) emotional states.
- High self-efficacy has been linked with numerous benefits to daily life, such as resilience to adversity and stress, healthy lifestyle habits, improved employees performance, and educational achievement.
- Can be important for identifying students with self efficacy mismatches. Important to challenge
- If there is a mismatch, how to plan for this through career planning.

Krumboltz'- Planned Happenstance



Source – 30/08/2024:

<https://leedsunicareers.wordpress.com/2016/01/05/career-planning-change-chance-and-chaos/>

Being open minded to career options:

- Change expectations – it will happen
- Make decisions to explore curiosity
- Real world application – interviewing/ job shadowing
- Happenstance – go with the flow/ growth mindset-overcoming challenges/ obstacles e.g. high point courses/ failed exams/ module/course expectations.
- Must take action to explore e.g. work experience career talks/ orientation/ work placement
- Very important for people with no fixed career goals or in general degrees – Arts/Science/ Commerce.

Savickas' life design - Narrative theories

- Encompassing how the world of careers is accomplished through social constructionism and personal constructivism, career construction theory “asserts that we construct representations of reality, but we do not construct reality itself” (brown & lent, 2005, p. 43).
- Past, present, future has an influence on what careers mean to people.
- Client's personal story – self as actor, self as agent, self as actor
- Construct or deconstruct a career theory/pilot/ theme then co-construct the next chapter.

Positive Psychology



- Positive Psychology can be incorporated into all aspects of Career Guidance to focus on the the positives and what you can control.
- There are 4 Career Guidance Counselling approaches which correlate to the teaching of Positive psychology of focusing on your strengths:
 - 1) Strength based Career Counselling: examining a person's strengths or qualities using the Via strength's survey
 - 2) Values Based Career Counselling: this can help a student align their life values via the Life Values in action inventory. A client can explore their values and then compare them with the different values of a job/organization or company.

Positive Psychology



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3) Interest based Counselling: this is an excellent starting point for any Guidance Counsellor. Student's can identify their interest through Holland's inventory

4) Goal based counselling: This should form the basis of any Career Guidance Counselling. This approach helps a student identify their goals and Aims through the SMART framework (Specific, Measurable, Achievable, Relevant and Time Bound).

Career theories helps us to understand the assumptions and beliefs of our clients/students

How do we change these beliefs or assumptions?



Providing information – careereducationnews.ie
Qualifax/career blogs/Careersportal
Providing info on supports – Susi/ Apprenticeships/PLC's

Questioning - challenging beliefs and assumptions

Providing work
experience/internships/visits/experience

Providing Career Guidance

Always Listen

- Listen to needs/wants/expectations

Provide information

- Provide information on courses/occupations/apprenticeships

Analyze self- concept/knowledge of careers

- Try and assess if their ability or expectation matches wants and desires and plan and plan if things don't go according to plan



Assess knowledge of educational courses and labour market

- Is the same course available in many places?
- Is there a cheaper option Holland?
- Is it available abroad

Connect with companies/Alumni

- See if companies offer internships/ taster days
- See if companies offer speakers
- See if companies offer TY taster days

Connect with one and other

- Connect with other Guidance Counsellors
- Connect with local university colleges
- Connect with ICG
- Connect with your access office – Refugees/direct asylum. University of Sanctuary
- Connect with student recruitment

Career Guidance video



Source: https://youtu.be/9x2_xd6F4dQ?si=ommexV7A-r86m12F

Task 1.

As you explore these career guidance theories,

1. How do you recognise them in your own guidance?
2. How could you use career theories in your own guidance?
3. What additions to career theories are needed to meet the needs of a changing community?



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Task 2.

Reading studies on career processes and discussion



2. Multicultural career counselling

Multicultural career counselling

Multicultural career counselling involves providing guidance to individuals of diverse ages (students, job seekers, and those applying for training) hailing from various cultural backgrounds. It entails the recognition, understanding, and consideration of the unique cultural contexts of each individual.

In this section, you will learn about the specificities of multicultural guidance.



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Foundations on multicultural counselling

- A robust career counseling relationship establishes the foundations.
- The counselor's own starting points - worldview and multicultural coaching skills.
- Adaptation to a new culture.
- A model of counselling roles.
- Considerations of social perspectives.
- Integration of career counseling within society.



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What is culture? How do we become a part of a culture?

Culture influences a person's way of life, identity and relationships both within and outside their culture. Cultures are dynamic, constantly changing as a result of the actions of individuals, and changing to varying degrees (Papadopoulos 2006).



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A universal trend

- Multiculturalism is integral to all aspects of guidance
- Emphasis on individual attention
- Culture-specific orientation is paramount
- Recognition of cultural/ethnic background as a crucial starting point
- Vigilant attention to cultural knowledge and differences



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Breakdown of Counselling Theory Trends

- 1) Psychodynamic theories
- 2) Cognitive behavioural theories
- 3) Existential humanistic theories
- 4) Multicultural counselling

(Hackney & Cormier 1996)



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Fundamentals of human relationship

- Forms the foundation for establishing a career counseling relationship.
- Crucially involves the establishment of a secure, confidential, and open atmosphere.



Impact of personal background factors

- Emotions encountered in past significant relationships may manifest in later interactions and be triggered in encounters.
- Past experiences can manifest in counselling situations



Human relationship in counselling

- The counseling relationship can be understood as an alliance relationship.
- Multicultural counselling requires both the counsellor and the client to have the ability and courage to cross cultural boundaries.
- In the process, both parties are carrying out their cultural development tasks.



What is essential to consider in multicultural counselling?

- 1) Relationships with others and intimacy
 - 2) Work and learning
 - 3) Health and physical issues; and
 - 4) Spirituality
- (Peavy's process)



... are common factors and differentiating factors in newly arrived citizens?

Common factors

- Leaving behind familiar lifestyles
- Adapting to a new culture
- Judging a new country based on one's own culture
- Needing to learn a new language
- Identity and professional crisis
- Changes in social roles and status
- Lack of cultural knowledge
- Limited social contacts
- Feelings of helplessness
- Lowered self-esteem

Differentiating factors

- Birth country and culture
- Personal history
- Education and social status
- Reason for immigration
- Values and customs
- Native language and skills
- Age and generation
- Personality
- Family relationships



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Competencies in multicultural counselling

- Worldview and values
- Multicultural counselling competencies
- Various parsings
 - Sue et al. offer one versatile competence breakdown, based on which one can outline one's competence and direction for its development
 - Bennett's model



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Adapting to a new culture (Sue & Sue 1990)

- Different stages of adaptation have been identified
- Individual differences in adaptation are **large**



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Adapting to a new culture (Sue & Sue 1990)

Phase 1: Conformity

A positive attitude toward the new culture.



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Adapting to a new culture (Sue & Sue 1990)

2. Phase: Dissonance

- Adapting to the new environment causes frustration and stress.
- The unfamiliar surroundings demand a significant amount of conscious effort.

3. Phase: Resistance and immersion in the previous culture

A strong reversion to one's original culture, previous and new cultures are viewed as opposites.



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Adapting to a new culture (Sue & Sue 1990)

4. Phase: Introspection/Re-orientation

- Understanding, that the problems experienced in the new culture are caused by cultural differences, like values, habits...
- Growing realism: good and bad sides are seen in all cultures.

5. Phase: Integrative Awareness

The individual actively engages with the new culture and addresses problems effectively, facilitating the integration of both cultures.



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Networks and social perspective

In developing multicultural guidance, it is essential to see its connections to communities, organizations and society.



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Networks and social perspective

- When working with individual immigrants, it's vital to consider the communal nature of their cultures.
- Including family or key community members in discussions is often essential.
- It is also necessary to develop the operating culture of the organizations in your region/country.



3. Cultural Awareness and Intercultural Communication

Cultural awareness and intercultural communication

Cultural awareness is the recognition and appreciation of different cultures' values, beliefs, and behaviors. It enables respectful and effective interactions with diverse groups, reducing misunderstandings and promoting positive relationships. This skill is crucial for navigating the complexities of our globalized society, enhancing communication and understanding across cultural boundaries.

Intercultural communication is the exchange of information, ideas, and feelings between people from different cultural backgrounds, emphasizing understanding and respect for diversity. Intercultural communication is a symbolic, interpretive, transactional, contextual process, in which people from different cultures create shared meanings.



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Cultural awareness and intercultural communication

In the 1980s, psychologist Geert Hofstede studied cultural and value differences across over 50 countries. Updated in the 2000s, his research identified five key aspects to describe, explain, and understand cultural differences and similarities.



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Dimensions of cultural differences (Hofstede)



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1. Individualism - Collectivism

2. Democracy - Authoritarianism
(Power distance)

3. Masculinity - Femininity

4. Uncertainty tolerance -
Uncertainty avoidance

5. Cyclical time - Linear time

Individualism - Collectivism

Individual Cultures

- Independence and self-confidence
- Non-dependence on others
- Social respect and individual success
- Merit-based equality
- Creativity and courage
- Tasks prioritized over relationships
- Equal treatment of all customers
- Evaluation and feedback are integral to work

- Families, Workplaces, and Society
- Independence vs. Interdependence
- 'I' Mindset vs. 'We' Mindset



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Collectivist Cultures

- Cooperative dependence
- Reciprocity and harmony
- Community duty, e.g., caring for parents
- Honor and preserving face
- Equal distribution for all
- Relationships prioritized over tasks
- Better service for in-group members
- Evaluation and feedback disrupt harmony

Democracy - Authoritarianism (Power distance): stance towards equality vs. inequality, hierarchy vs. equality, power distance

Democracy and Small Power Distance

- Work positions earned through education, experience, and personal qualities
- Power shown through skills and task requirements, not formal titles
- Equal treatment regardless of position
- Employer-employee relationships are practical, without excessive respect or admiration
- Ideal managers are democratic and fair
- Socializing across work positions is acceptable both at work and in free time
- Civil servants are considered servants to their clients



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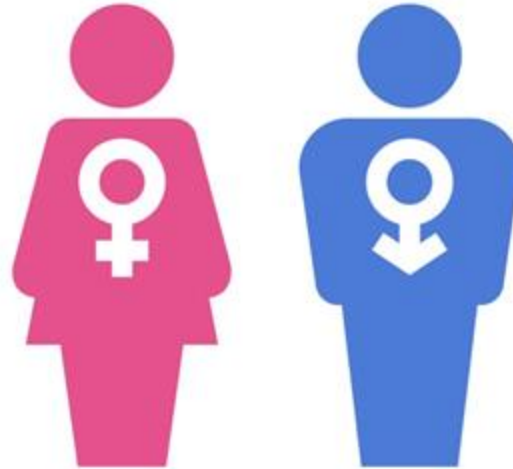
Authoritarianism and Great Power Distance

- Power often based on origin, age, or position
- Significant gap between those in power and others
- Power is prominently displayed and exercised
- Higher positions have special rights; lower positions should not interfere
- Managers make decisions without discussion; they are expected to know and do everything
- Managers are responsible for work quality and outcomes
- Strict monitoring and instruction; employees follow orders without taking initiative
- Difficult for employees to take instructions from peers or express opinions
- Civil servants act as superiors wielding power over clients

Masculinity - Femininity refers to “hard” or “soft” emotional roles, nurturing

Femininity

- Emphasizes exceeding and competing with oneself.
- Modesty and solidarity are more respected than winning.
- Great ambition is not considered better for either boys or girls.



Masculinity

- Emphasizes competitiveness and performance.
- Ambition is respected and success is valuable.
- It is acceptable to rank people from best to worse.
- People are encouraged to compete each others already from a young age. Especially boys' ambition is enforced.

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Uncertainty tolerance - Uncertainty avoidance

Uncertainty tolerance

- Impression of people is often calm, relaxed, collected and lazy.
- Difference isn't a big deal.



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Uncertainty avoidance

- People become anxious easily and need instructions on how to act in uncertain situations. These can include i.e. unemployment, sickness or economic depression on societal level.
- People seem busy, nervous, aggressive and active.
- Willingness to know what is happening, and fear of difference.

Linear time - Cyclical time

Linear Time

- Focus on matter and work, one task at a time
- Prior planning, organization, and punctuality
- No interruptions during discussions
- Adherence to schedules, "time is money" mindset
- Waiting turns, one customer at a time
- Common in individualistic cultures



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Cyclical Time

- Focus on relationships, multiple interactions at once
- Flexibility and minimal preparation
- Multitasking
- Simultaneous conversations allowed
- Serving multiple customers at once
- Lax attitude towards punctuality
- Common in collectivist cultures

Differences in female/male roles in different cultures

Additional points



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- In countries with great power distance (e.g., France, Arab countries, Latin America, Asia, and Africa), societal inequality is accepted.
- The father is the family authority, while the mother cares for the children and home.
- In Europe, women are often highly educated and pursue careers outside the home.

Communicational differences in different cultures

- In collectivist countries, communication values harmony and conformity, avoiding conflicts. This requires patience and societal understanding.
- In Asian cultures, saying 'no' to authority is uncommon, and issues are not raised openly, so a teacher's question often gets a 'yes' regardless of understanding.
- In a new culture, language barriers can cause humility and helplessness, leading to a loss of self and emotional numbness.
- Eye contact norms vary: it's polite in Western countries but often inappropriate between different genders in Muslim countries.



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Communicational differences in different cultures



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- In Western countries, a smile expresses happiness and acceptance, while in Asia and Africa, it may hide confusion.
- Finns are direct, whereas small talk is common in the USA, Africa, and the Middle East.
- Silence is acceptable in the West and highly valued in Japan and China, but in the Middle East and Africa, it can imply negativity.

Distance and physical space



- Europeans typically maintain an arm's length distance in conversations.
- Africans often hold hands, while Asians are more reserved.
- Showing feet is offensive in many cultures, and touching someone's head is particularly disrespectful in Asian cultures.

Why cultural awareness matters in career counseling?

- Intercultural competence requires language proficiency, social skills, and cultural understanding.
- Recognizing similarities and differences and being open to understanding are crucial.
- Strive for mutual respect and minimize conflict.
- Knowing your preferences enhances awareness and helps navigate diverse situations.

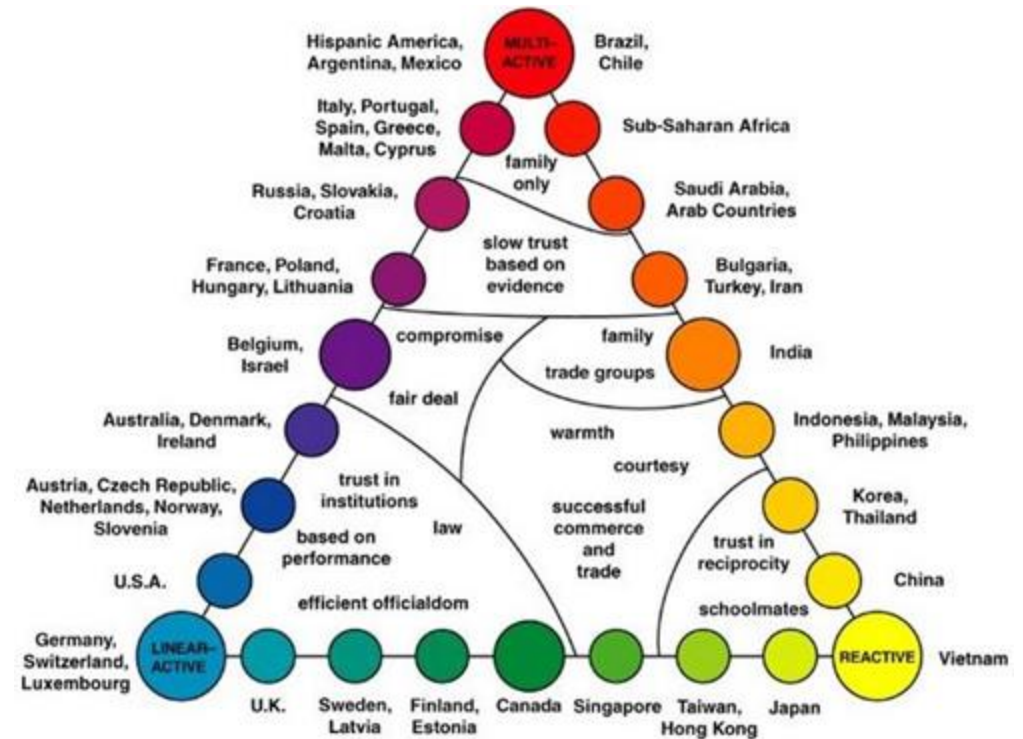


About Lewis' theory

Intercultural communication occurs when individuals interact in diverse contexts. Diversity stems from the participants' varied backgrounds and includes written, spoken, and non-verbal forms of communication.

Few universal truths exist, as culture continuously evolves.

Meanings, definitions, and messages are open to interpretation.



(Chandarana 2011)

Linear active and multi-active cultures (sample)

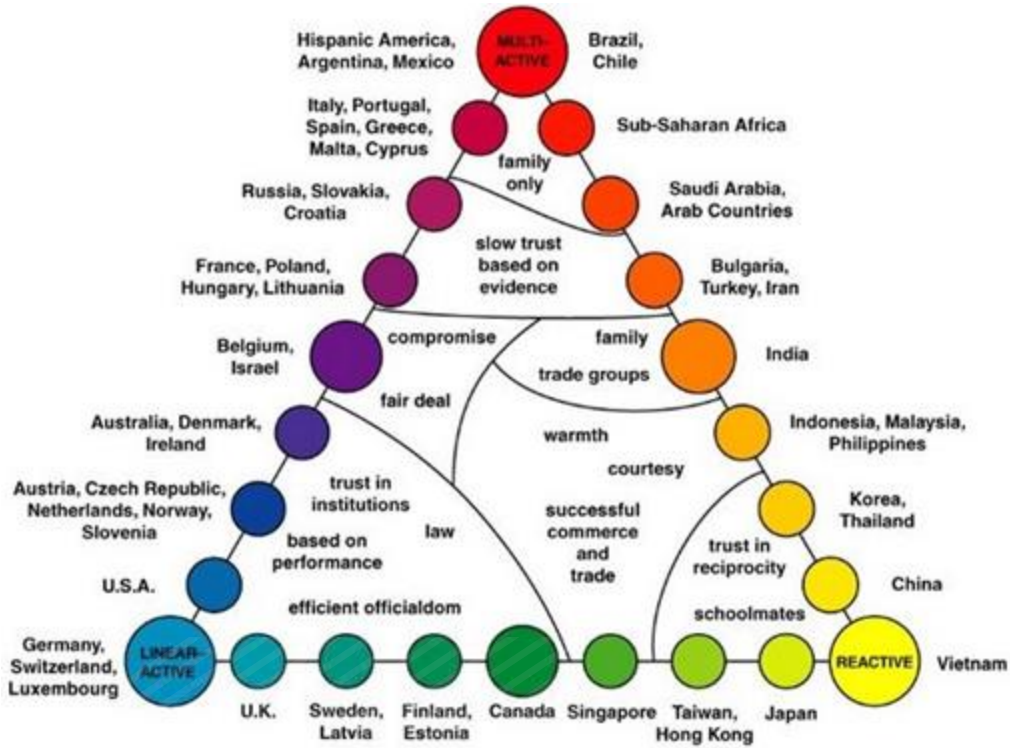


FIGURE 1. Culture categories by Lewis (Chandarana 2011)

TABLE 1: Lewis, 1996, 1999, 2006, 2018

Linear-Active	Multi-Active	Reactive
+ introvert	+ extrovert	+ introvert
+ patient	+ impatient	+ patient
+ quiet	+ talkative	+ silent
+ minds own business	+ inquisitive	+ respectful
+ likes privacy	+ gregarious	+ good listener
+ plans ahead methodically	+ plans grand outline only	+ looks at general principles
+ does one thing at a time	+ does several things at once	+ reacts
+ works fixed hours	+ works any hours	+ flexible hours
+ punctual	+ not punctual	+ punctual
+ dominated by timetables and schedules	+ timetable unpredictable	+ reacts to partner's timetable
+ compartmentalizes projects	+ lets one project influence another	+ sees whole picture
+ sticks to plans	+ changes plans	+ makes slight changes
+ sticks to facts	+ juggles facts	+ statements are promises
+ gets information from statistics, reference books, database, Internet	+ gets first-hand (oral) information	+ uses both first-hand and researched information
+ job-oriented	+ people-oriented	+ people-oriented
+ unemotional	+ emotional	+ quietly caring
+ works within department	+ gets around all departments	+ considers all departments
+ follows correct procedures	+ pulls strings	+ networks
+ accepts favors reluctantly	+ seeks favors	+ protects face of other
+ delegates to competent colleagues	+ delegates to relations	+ delegates to reliable people
+ completes action chains	+ completes human transactions	+ reacts to partner
+ likes fixed agendas	+ interrelates everything	+ thoughtful
+ brief on telephone	+ talks for hours	+ summarizes well
+ uses memoranda	+ rarely writes memos	+ plans slowly
+ respects officialdom	+ seeks out (top) key person	+ ultra-bonest
+ dislikes losing face	+ has ready excuses	+ must not lose face
+ confronts with logic	+ confronts emotionally	+ avoids confrontation
+ limited body language	+ unrestricted body language	+ subtle body language
+ rarely interrupts	+ interrupts frequently	+ doesn't interrupt
+ separates social/ professional	+ interweaves social/ professional	+ connects social and professional

Figure 3.2 Common Traits of Linear-Active, Multi-Active, and Reactive Categories

How to use Lewis' Model at career counselling?

Reflect on your cultural awareness and assess whether Hofstede's or Lewis's models would benefit you as an instructor.

Most individuals are a combination of various traits. As an instructor, it's useful to be aware of different cultural approaches, but the most important aspect is genuine engagement and openness to recognizing both unifying and distinguishing factors respectfully.

Be very cautious with cultural similarities, as we are all individuals. The aim is not to reinforce stereotypes.



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Task 3. differences between cultures



Source: <https://www.freepik.com/> Retrieved 3.1.2024

Hofstede Insight website is nice for comparing different cultures in general level

- <https://www.hofstede-insights.com/country-comparison/>
- Visit the website to compare the cultural differences between countries
- Did anything surprise you? If so, what?
- Did the comparison give an explanation for your own, a colleague's, manager's or customer's behaviour?
- What kind of differences do cultures create to students' expectations **on counselling situation**? Have you got experiences of solutions when a client's expectations and your own culture's ways of counselling have conflicted?
- Discuss and compare your thoughts!



Task 4.

1. Introduce yourself briefly. Tell about your background and what realizations you've had in multicultural situations that you could share with others. In addition, tell about your goals in developing your cultural diversity skills.
2. How cultural differences effect to counseling situations? Discuss.



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4. Accessible and empathy-based design

Accessible and empathy-based design



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Building a successful technology-mediated career counselling interaction requires the skills to face online, build trust and find situations for formal and informal interaction.

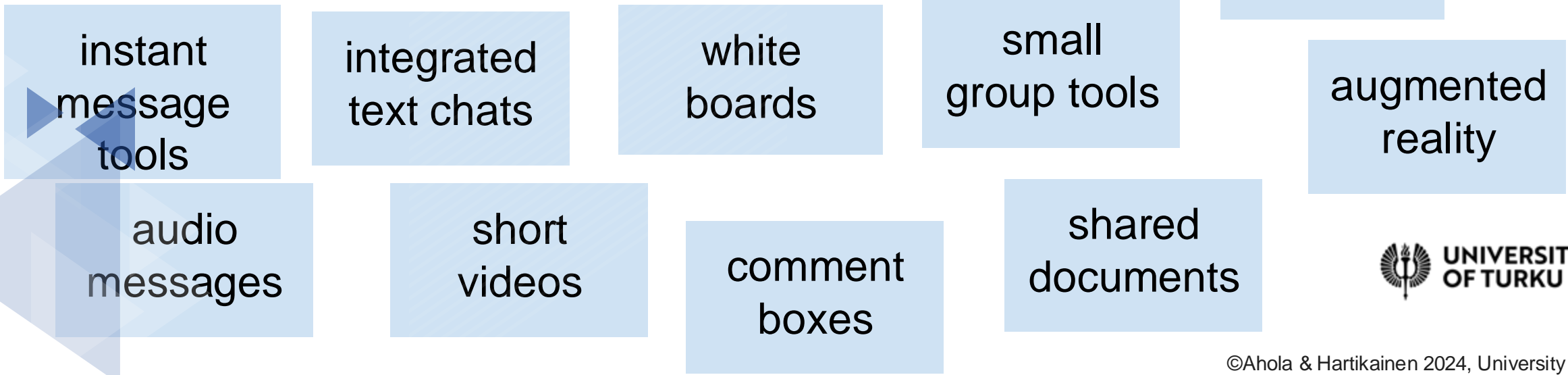
Pedagogically, lingually and technologically (economically) accessible counselling (language, multilinguality, mediation, Customer based planning (UX), Co-creation

Designing online guidance in the nutshell

- What technological tools is available to the counselor and the client?
- Are the information security requirements being met?
- What interactive functions do the technologies offer?
- How can they be effectively utilized in guidance, considering the perspectives of the counselor, client, and other users?



Source: <https://www.freepik.com/>
Retrieved 29.2.2024



Empathy-based design

Building trust

- the customer's online experience is made confident and liberated
- the instructor knows the learner
- hearing
- respect
- customer-oriented dialogue in guidance

Technology-mediated interaction is designed in that manner it promote the customer's experience of being heard, seen, and understood.

The online design is not cold and faceless when the guidance interaction is carefully planned.



Source: <https://www.freepik.com/> Retrieved 29.2.2024

Factors affecting the implementation of the design

Environment

- people
- organizations
- technology
- practical issues
 - conditions
 - equality
 - lack of services

Design

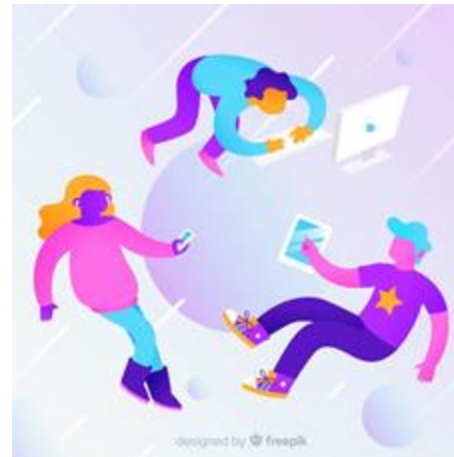
- Build design artifacts
- Evaluation
 - data collection
 - feedback
- Re-design

Knowledge base

- Scientific theories & methods
- frameworks & curricula
- experience & expertise

Foundations

Design products and processes



Creating technological design



Source: <https://www.freepik.com/> Retrieved 29.2.2024

Persistent factors affect the activities of the education and guidance organizer from the perspective of society. These include, for example, laws, national and supranational (e.g. EU) reference frameworks, curricula, funding and continuity of operations in the long and short term

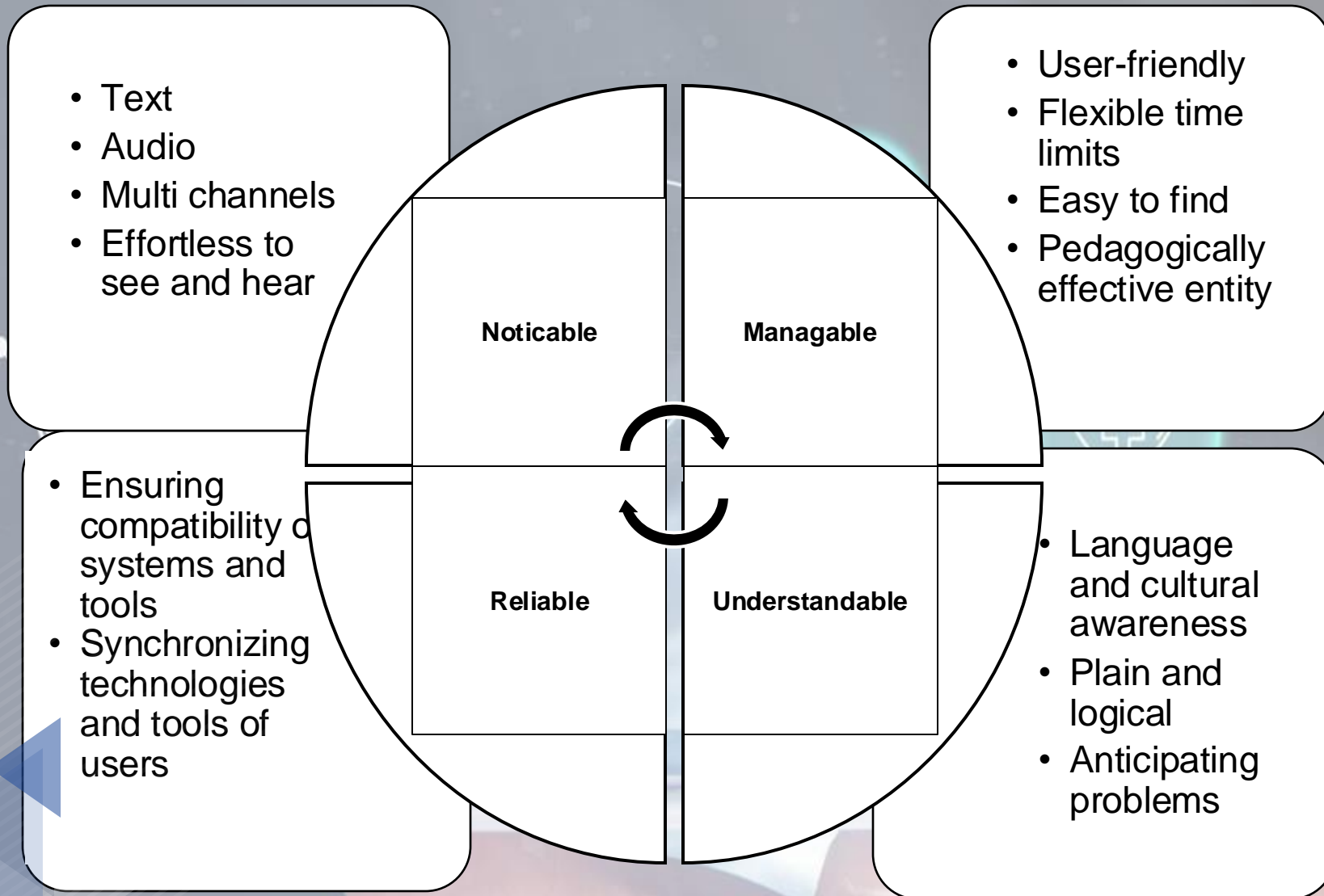
Variable factors affect the individual counseling situation. These include, for example, the conditions at home, which is also a learning environment, family situation, location, counselor's and client's skills and experience (digital competence, language and cultural background and awareness, learning culture), tools, connections, desire, requirements, motivation factors, affordance, cultural and educational background, regional culture, profession

Accessible design

- Accessibility often refers narrowly to technology. In a broad sense, accessibility also refers not only to technological accessibility, but also to participation, i.e. taking into account the background factors and challenges of the learner or client (e.g. family situation, career transitions, language skills, learning challenges)
- Accessibility strategies and criteria (Fennelly-Atkinson et al. 2022; Lomellini et al. 2022), e-learning management, work focusing on design and collaboration central
- As a rule, online training and courses should be designed so that they are accessible to those who have the most challenges with studying. Accessibility designed first is also functional for fast and skilled learners.
- Accessibility dimensions common in online learning design
 - Lingual
 - Pedagogical
 - Technological
 - Economical
 - Social



Source: <https://www.freepik.com/> Retrieved 29.2.2024



Inclusive design

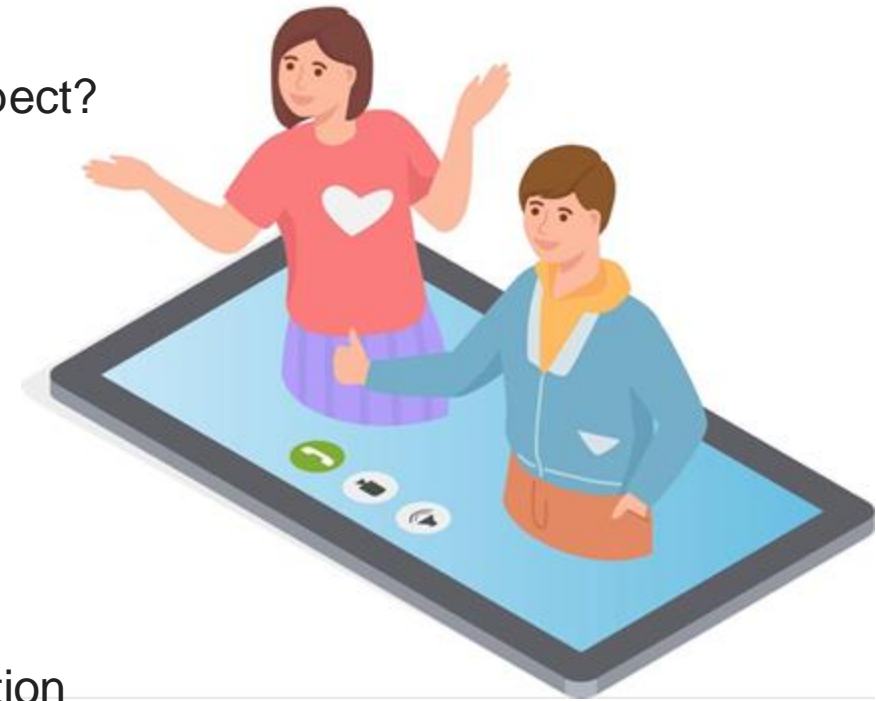
- Instructions easily found in one place
- Instructions in clear and easy language
- Use all senses: text, sound, image
- Clear definition of teacher-led and learner-led and perspective exchanges
- Implementation of small groups
- Where does the customer receive low-threshold support and guidance for independent work



Design interaction in client's point of view

What devices and applications does your organization use?
What about clients? What is the target group like, i.e. what can you expect?
Data security requirements? How do you relate to easy-to-use learning interaction?

- What interaction situations are there in counseling or training?
- Which ones are repetitive?
- Which ones are desired?
- Which one-offs?
- What kind of interaction is the goal?
- What is the goal of the interaction?
- With what means can interaction situations be built?
- How must the counselor act in design so that the desired interaction situations are possible and fulfill their goals?

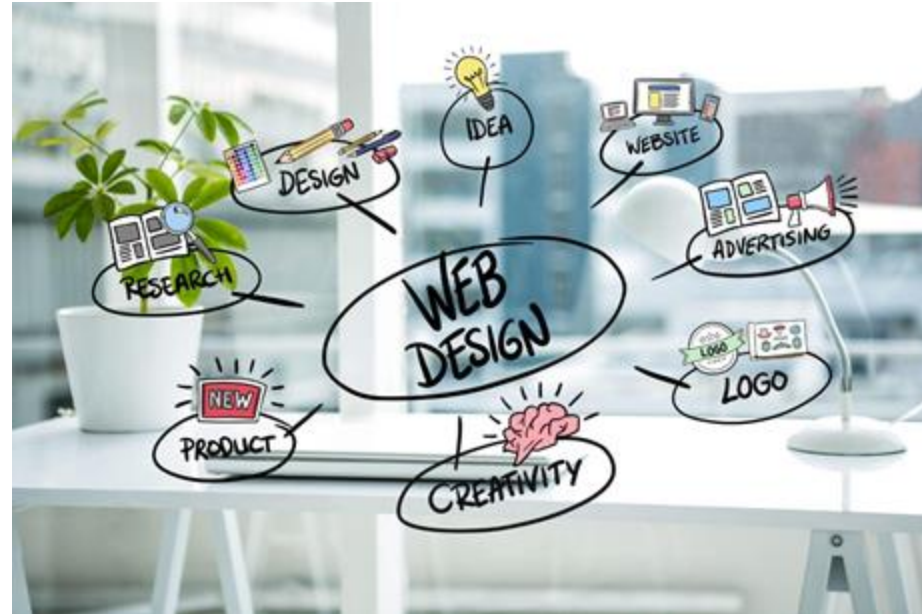


Source: <https://www.freepik.com/> Retrieved 29.2.2024

Task 5.

How to create accessible and empathy-based career counselling situations online?

Discuss and share ideas.



Task 6.

How to build guidance design (meeting, course, module) by using technological tools available?

Do mind map and draft of how selection of web tools forms learning design.



Source: <https://www.freepik.com/> Retrieved 3.1.2024



Read more about multicultural counselling

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Read more about culture awareness and intercultural communication

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