

SOS POLITICAL SCIENCE AND PUBLIC ADMINISTRATION,

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SUBJECT NAME: INDUSTRIAL PSYCHOLOGY

UNIT-V

TOPIC: EMPLOYEE COUNSELLING – QUALITIES AND ROLE

NECESSARY FOR A COUNSELLOR,

FACTORS NECESSARY TO BUILD A SUCCESSFUL

COUNSELLING PROGRAM

QUALITIES OF A COUNSELLOR:

1. Counsellor should be a morale booster for the employee
2. Counsellor should be unbiased and must never compare one employee with other employees
3. Counsellor should have warm manners and social etiquettes
4. He/she must be well versed in excellent communication skills
5. The counsellor should possess professional qualifications, experienced, maturity
6. Effective listening skill
7. Pleasing personality
8. Immense Patience
9. Compassionate approach
10. Non-judgmental towards a problem or an employee
11. Research-Oriented as counselling is an ever evolving profession
12. Empathetic and sympathetic towards the employees
13. Discrete outlook
14. Ever encouraging to employees to come forward for redressal.

Employee counselling has a positive impact on the employee's life as their problems are solved and they lead a stress free life.

ROLE OF COUNSELLORS:

Counselling is a two-way process in which a counsellor provides help to an employee by way of advice and guidance. There are many occasions in work situations when a worker feels the need for guidance and counselling. In big organisations, counsellors are appointed who are experts in industrial psychology.

They help the employees in the following ways:

- (i) To provide emphatic atmosphere of genuine concern about his difficulties, tensions, worries, problems, etc. so that he can freely discuss and share his views with counsellor;
- (ii) To understand himself better and to gain knowledge about his potential, strengths and weaknesses;
- (iii) To gain an insight into the dynamics of his behaviour by providing necessary feedback;

(iv) To have better understanding of the environment in which he functions;

(v) To increase his personal and interpersonal effectiveness by assisting him in analysing his interpersonal competence;

(vi) To prepare alternate action plans for improving his performance and behaviour.

The counsellor enjoys a good status in the organisation as he provides an important service in achieving good human relations. He essentially communicates with the employees (listening and responding to their psychological problems) and tries to influence them.

EMPLOYEE COUNSELLING – FACTORS NECESSARY TO BUILD A SUCCESSFUL COUNSELLING PROGRAM

The philosophy behind a counselling program is based on the belief that each person is a unique individual with specific needs and talents. Believing and promoting a respect for human dignity and fostering that concept among employees are important for their positive growth.

The counselling program plays a key role in coordinating and facilitating growth and development of the employees. One of the most widely used counselling programs is interviewing which maybe directive, authoritarian, non- authoritarian or non-directive. Whatever the method of Interviewing, it is directed at finding a solution to the problem at hand.

Counselling is essentially helpful. Morrisey in 1972 has suggested many techniques, some of which are as follows –

1. You-we technique where in the compliment is directed towards ‘you’ and the criticism towards ‘we’. This is effective way of establishing a rapport since collective acceptance of blame instead of throwing it on others help to break the ice and build in confidence.

2. Second hand compliment technique is passing on the compliment received from a third party on behalf of the counselee.
3. Advice-request technique as the name itself suggests it is seeking the solution to the problems.
4. Summary technique is summing up the decisions and fixing responsibilities and integrating the whole decision.

The counselling programs are aimed at developing the employee and eventually developing the organization. It includes supplementing the Developing Capable People program through self-awareness guidance; decision making and problem solving strategies on various issues. The counselling works on the dictum of Bradley which says that “If you touch me soft and gentle, If you look at me and smile at me, If you listen to me talk sometimes before you talk, I will grow, really grow” and should be as a rule by every manager.

FACTORS NECESSARY TO BUILD A SUCCESSFUL COUNSELLING PROGRAM:

The corporate world is getting changed and so the HR process also. Counselling not only helps employees but also show how much the organization cares for employees.

Employee Counselling needs to be tackled carefully, both on the part of the organization and the counsellor.

1. The counsellor should be either a professional or an experienced, mature employee.
2. The counsellor should be flexible in his/her approach and a patient listener.
3. The counsellor should have the warmth required to win the trust of the employee so that he/she can share thoughts and problems without any inhibitions.
4. Active and effective listening is one of the most important aspects of the employee counselling.
5. Time should not be a constraint in the process.
6. The counsellor should be able to identify the problem and offer concrete advice.

7. The counsellor should be able to help the employee to boost the morale and spirit of the employee, create a positive outlook and help employees to make decisions to deal with the problem.

8. Counsellor must give that kind of advice which is workable and possible to follow by the employee.

Counsellor must give an advice which is workable and possible.

This is most important & can be understood with the help of a fable about a Centipede who had pain in all 100 of his legs & on the advise of his fellow centipedes, it went to an Owl, considered to be a wise bird to seek a solution to its problem. The Owl asked it to become a Crow so that it would lose 98 legs and fly to solve the problem. Centipede's initial happiness turned sour when it asked the Owl as to how it can become a Crow? The Owl simply told it the "my job is to give advice; how you do it is your problem".

Therefore, an advice must be workable so that the employee receives actual benefit of counselling.
