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JIWAJI UNIVERSITY, GWALIOR (M.P.)**

MBA HRD IV SEM

PAPER- INDUSTRIAL PSYCHOLOGY (405)

COUNSELING

- COUNSELLING IS A THERAPEUTIC PROCESS OF PROVIDING HELP AND SUPPORT TO PEOPLE TO FACE AND SAIL THROUGH DIFFICULT TIMES IN LIFE.
- IT HELPS PEOPLE TO SEE THINGS FROM A DIFFERENT VIEWPOINT AND ENCOURAGE THEM TO DRAFT THEIR ACTION PLAN

COUNSELING



EMPLOYEE COUNSELLING

- It can be explained as providing help and support to the employees to face and sail through the difficult times in life.
- Used to analyze the work related performance and behaviour of the employees to help them cope with it, resolve the conflicts and tribulations and re-enforce the desired results.

OBJECTIVES OF COUNSELLING

- 1. Understanding self.
- 2. Making impersonal decisions.
- 3. Setting achievable goals which enhance growth.
- 4. Planning in the present to bring about desired future.
- 5. Effective solutions to personal and interpersonal problems.
- 6. Coping with difficult situations.
- 7. Controlling self defeating emotions.
- 8. Acquiring effective transaction skills.
- 9. Acquiring positive self-regard and a sense of optimism about ones own ability to satisfy ones basic needs.



NEED FOR EMPLOYEE COUNSELING AT WORKPLACE

WHEN

- ✓ Unrealistic Targets
- ✓ Excessive Workload
- ✓ Absenteeism and Late Coming
- ✓ Lack of awareness of policies & procedures
- ✓ Performance Issues
- ✓ Slipping Deadlines
- ✓ Career Problems

WHO IDENTIFIES THE NEED

- **Counselor Centered Counseling**
- **Line Managers/Human Resources**
- **Supervisor determined a problem**
- **Supervisor has the solution**
- **Supervisor takes responsibility for success of counseling session**
- **Counselee Centered Counseling**
- **Individual/Employee Groups**
- **Employee Determined the problem**
- **Employee may have the solution**
- **Needs a platform for discussion**

WHY

- ✓ Chalk down the career path
- ✓ Retaining Valuable Employees
- ✓ Effective Communication
- ✓ Growth for Employees
- ✓ Ensure transparent environment
- ✓ Put problems on the table for open evaluation and draft resolutions
- ✓ Clearly define expectations
- ✓ Ensure employee follow ethical standards, company rules, common culture etc.

COUNSELING MODES

DEVELOPMENTAL

- Face to Face communication
- Conducted by Immediate Supervisor
- Starts with a verbal discussion
- Ends with draft plan of action
- First action step

DISCIPLINARY

- Pre Penalization
- Conducted Human Resource department
- Starts with a warning/letter
- Ends with draft plan of action
- Second action step (if developmental counseling fails)

Line Manager's role in Counseling

- Listen to problems/Address Issues
- Provide Feedback and help counselee to see a different view point
- Investigate problems/matters
- Avoid word of mouth and see the root cause with evidence
- Suggest/Recommend solutions
- Observe behavior and clarify expectations
- Determine right course of action and reach conclusion
- Draft plan of action and follow up

HR's role in Counseling

- Need for counseling can be identified by HR as well as supervisor.
- HR discusses the issue with the relevant supervisor and continuously ask for feedback
- Discuss and agree a plan of action with supervisor.
- Schedule and jointly conduct the counseling session
- Conclude the counseling session with warning (if required)
- Follow-up the action plan and feedback to the supervisor
- Monitor developments

COUNSELING STYLES



COUNSELING STYLES

- **EVALUATIVE** – Make judgments based on what you have heard and suggest answers
- **INTERPRETATIVE** – Interpret what you have heard without checking the accuracy of what you have heard
- **SUPPORTIVE** – Offer general sympathy
- **PROBING** – Find out more information
- **REFLECTIVE** – Try to feed back your listener's perception of what has been said in order to check its accuracy

ASSES YOUR COUNSELING STYLES

The best counselor uses a combination of reflective and probing responses as this encourages staff to think through a problem and come with own solution

Ultimately, the best style is the one which suits your situation



THANK YOU