



# LOUISIANA NATIONAL GUARD

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COUNSELING SUBORDINATES



## Lesson Administration Information

**Safety Requirements:** No major considerations

**Risk Assessment Level:** Low

**Environmental Considerations:** None

### References:

- FM 6-22, Leader Development, Dated. 06/30/2015
- ATP 6-22.1, The Counseling Process, Dated. 07/01/2014
- DA FORM 4856, Developmental Counseling Form, Dated. 07/01/2014



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# Counseling Subordinates

*What is the Developmental Counseling?*



# Counseling Subordinates

## *What is the Developmental Counseling?*

Counseling is the process used by leaders to review with a subordinate the subordinate's demonstrated performance and potential.

- one of the most important leadership and professional development responsibilities
- is required of leaders and occurs at prescribed times.



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# Counseling Subordinates

Counseling, one of the most important leadership and professional development responsibilities, enables Army leaders to help Soldiers become more capable, resilient, satisfied, and better prepared for current and future responsibilities.

Counseling is required of leaders and occurs at prescribed times. The related developmental processes of coaching and mentoring are done voluntarily.

The Army's future and the legacy of today's Army leaders rests on the shoulders of those they help prepare for greater responsibility.



# Counseling Subordinates

*Three major categories of developmental counseling are:*

- **Event counseling.**
- **Performance counseling.**
- **Professional growth counseling.**



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# Counseling Subordinates

*Event counseling* involves a specific event or situation.

Examples of event-oriented counseling include, but are not limited to:

- Specific instances of superior or substandard performance.
- Reception and integration counseling.
- Crisis counseling.
- Referral counseling
- Promotion counseling. (Required for all SPC, CPL, and SGT eligible for advancement. ref, AR 600-8-19).
- Transition counseling.
- Adverse separation counseling.



## Counseling Subordinates

*Performance Counseling* is the review of a subordinate's duty performance during a **specified period**.

- The leader and the subordinate jointly establish performance objectives and clear standards for the next counseling period.
- The counseling focuses on the subordinate's strengths, areas to improve, and potential.
- Effective counseling includes providing specific examples of strengths and areas needing improvement and providing guidance on how subordinates can improve their performance.

\*\*\*Performance counseling is required under the Officer, Non-Commissioned Officer, and Army Evaluation Reporting Systems (see AR 623-3 or AR 690-400 for specifics).





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# Counseling Subordinates

*Professional Growth Counseling* includes planning for the accomplishment of individual and professional goals.

- During the counseling, leader and subordinate conduct a review to identify and discuss the subordinate's strengths and weaknesses and to create an individual development plan that builds upon those strengths and compensates for (or eliminates) shortcomings.
- As part of professional growth counseling, the leader and subordinate may choose to develop a pathway to success with short- and long-term goals and objectives.



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# Counseling Subordinates

## THE FOUR-STAGE COUNSELING PROCESS

Effective Army leaders use a four-stage counseling process:

1. Identify the need for counseling.
2. Prepare for counseling.
3. Conduct the counseling session.
4. Follow-up



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# Counseling Subordinates

## THE COUNSELING PROCESS AT A GLANCE

Identify the need for counseling.

Prepare for counseling:

- Select a suitable place.
- Schedule the time.
- Notify the subordinate well in advance.
- Organize information.
- Identify possible outcomes.
- Outline the components of the counseling session.
- Plan counseling strategy.
- Establish right atmosphere.

Conduct the counseling session:

- Open the session.
- Discuss the issue.
- Develop a plan of action (to include the leader's responsibilities).
- Record and close the session.

Follow-up:

- Support plan of action implementation.
- Assess the plan of action.



# Counseling Subordinates

<b>DEVELOPMENTAL COUNSELING FORM</b> For use of this form, see ATP 6-22.1; the proponent agency is TRADOC.		
<b>DATA REQUIRED BY THE PRIVACY ACT OF 1974</b>		
<b>AUTHORITY:</b>	5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army.	
<b>PRINCIPAL PURPOSE:</b>	To assist leaders in conducting and recording counseling data pertaining to subordinates.	
<b>ROUTINE USES:</b>	The DoD Blanket Routine Uses set forth at the beginning of the Army's compilation of systems or records notices also apply to this system.	
<b>DISCLOSURE:</b>	Disclosure is voluntary.	
<b>PART I - ADMINISTRATIVE DATA</b>		
Name (Last, First, MI)	Rank/Grade	Date of Counseling
Organization	Name and Title of Counselor	
<b>PART II - BACKGROUND INFORMATION</b>		
<b>Purpose of Counseling:</b> <i>(Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling, and includes the leader's facts and observations prior to the counseling.)</i>		
Empty space for background information		



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# Counseling Subordinates

## PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points of Discussion:

Large empty rectangular area for writing key points of discussion.

## OTHER INSTRUCTIONS

This form will be destroyed upon: reassignment (*other than rehabilitative transfers*), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.



## Counseling Subordinates

**Plan of Action** *(Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specified time line for implementation and assessment (Part IV below)*

**Session Closing:** *(The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate.)*

Individual counseled:  I agree  disagree with the information above.

Individual counseled remarks:

Signature of Individual Counseled: \_\_\_\_\_ Date: \_\_\_\_\_

**Leader Responsibilities:** *(Leader's responsibilities in implementing the plan of action.)*

Signature of Counselor: \_\_\_\_\_ Date: \_\_\_\_\_



## Counseling Subordinates

### PART IV - ASSESSMENT OF THE PLAN OF ACTION

**Assessment:** *(Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling.)*

Counselor: \_\_\_\_\_ Individual Counseled: \_\_\_\_\_ Date of Assessment: \_\_\_\_\_

**Note: Both the counselor and the individual counseled should retain a record of the counseling.**



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# Counseling Subordinates

# Questions?





## Summary

Leaders must demonstrate these qualities to counsel effectively:

- Respect for subordinates.
- Self and cultural awareness.
- Credibility.
- Empathy.

Leaders must employ these counseling skills appropriately:

- Active listening.
- Responding.
- Appropriate questioning.

Effective leaders avoid common counseling mistakes. Leaders should avoid:

- Personal bias.
- Rash judgments.
- Stereotyping.
- Losing emotional control.
- Inflexible counseling methods.
- Improper follow-up.

The Counseling Process

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