
The Counseling Process

Unit Name

Name of Instructor



Experiences with Counseling

- What has been your best counseling experience?
- What has been your worst counseling experience?
- How do these experiences affect your ability to counsel junior Soldiers who really need it?
- How could consistent counseling benefit the leader & the subordinate?



Terminal Learning Objective (TLO) #1

Action: Conduct the counseling process.

Conditions: As a leader, given experiential learning activities and access to references ADP 6-22, ATP 6-22.1, and AR 600-23, discussion with peers and instructor feedback.

Standard:

- Be able to apply all four stages of the counseling process in the correct sequence.
- Identify the three approaches to counseling.
- Complete all four parts of DA Form 4856 Developmental Counseling Form.

Learning Domain: Cognitive

Level of Learning: Application



What is a counseling?

- Counseling is nothing more than a conversation that has an outline and clear objective(s)
- Is it more effective to simply tell someone what to do **or** to work with the person to develop a mutually agreed upon action plan?



Four Stages of Counseling

Stage 1 Reason

- *General
- *Professional Growth
- *Performance
- *Event Oriented

Stage 2 Prepare

- Suitable place
- Notify Soldier
- Outline
- Organize
- Plan strategy
- atmosphere

Stage 3 Conduct

- Open session
- Discuss issues
- Develop a plan
- Document
- Close session

Stage 4 Follow-up

- Provide Support
- Coach
- Mentor
- Modify
- Assess



Directive, Nondirective, and Combined Approaches

Counseling techniques that leaders may explore with directive, nondirective or combined approaches include:

- Suggesting alternatives
- Recommending
- Persuading
- Advising

Techniques to use during the directive approach include:

- Corrective training
- Commanding



Parts of DA Form 4856

- Part I – Administrative Data
- Part II – Background Information
- Part III – Summary of the Counseling & Plan of Action
- Part IV – Assessment of Plan of Action



Parts of DA Form 4856

- Part I – Administrative Data

PART I - ADMINISTRATIVE DATA		
Name (<i>Last, First, MI</i>)	Rank/Grade	Date of Counseling
Organization	Name and Title of Counselor	



Parts of DA Form 4856

- Part II – Background Information
 - "New" form as of March 2023
 - Clear for the "Purpose of the counseling"

PART II - BACKGROUND INFORMATION	
Purpose of Counseling: <i>(Leader states the reason for the counseling, e.g. Performance/Professional/Event-Oriented counseling, and include the leader's facts and observations prior to the counseling.)</i>	
Approach:	<input type="checkbox"/> Non Directive <input checked="" type="checkbox"/> Combined <input type="checkbox"/> Directive
Type of Counseling:	<input checked="" type="checkbox"/> General Form <input type="checkbox"/> Professional Growth <input type="checkbox"/> Performance <input type="checkbox"/> Event Oriented



Challenges?

- What are some reasons that a counselor may find this activity awkward, uncomfortable or challenging?
- What can you as the counsellor do to mitigate these concerns?

Part III – Summary of the Counseling

- Outline of the counseling session
 - This is where you plan out your conversation
- Address the facts
 - Establish indisputable results/data the basis for the counseling
- Locate the “why”
 - Make it productive for both people



PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points Discussion:



Part III – Plan of Action

- Find motivation
 - Internal VS External motivators
- Reach for maximum effectiveness
 - Every Soldier reacts differently to criticism

PART III - SUMMARY OF COUNSELING

Complete this section during or immediately subsequent to counseling.

Key Points Discussion:



Part IV – Assessment of Plan of Action

- Schedule/outline the assessment in Part III
- Express praise/concerns
 - Quantify results as much as possible
 - Provide clear guidance to sustain or improve outcomes

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.)*



Tips and Tricks

1. Do not recreate the wheel

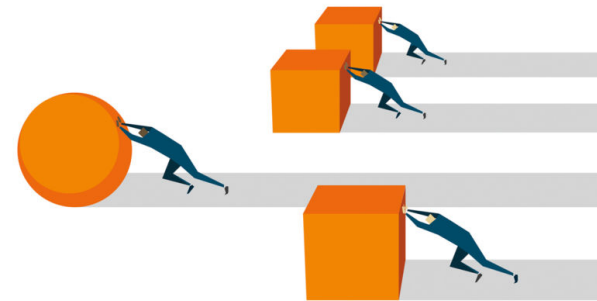
- Find resources online - www.armywriter.com/ncoer.htm
- Ask a leader or people who have been in your position

2. Timeliness matters

- Routines create habits that lead to building relationships
- Recent actions/behaviors should be the focus

3. Soldier care is top priority

- Bring in a third non-bias Soldier
- Transparency goes a long way



CAPL Training and Education Resources

<https://capl.army.mil>



Training Support Packages



Doctrine



Brochures and Pamphlets



Videos and Case Studies



Virtual Simulators



Guided Leadership Discussion Tools



Army Leader Exchange (ALE)




Easy to Use

Minimal Prep Time for Instructor

Interactive, Small Group Oriented

Relevant to Varied Audiences

CAPL Training Resource Criteria

