Counseling Your Employees
The Role of a Good Supervisor

Counseling has boundaries that must be respected. Counseling is not:

- An opportunity for you to practice psychiatric therapy.
- A one-shot activity.
- An off-the-cuff discussion.
- Punitive.
- Solely concerned with personal problems.
- Human Resources’ business.
- An opportunity to review an individual’s whole life.
- A one-way mini-lecture by the counselor/coach.
- A brief, hurried activity.
- Intended to solve all of the individual’s problems.

How well do you perform the counseling role? A good counselor:

- Is easy to talk to.
- Listens well.
- Helps people solve problems but does not over-control.
- Shows empathy when discussing problems.
- Is receptive to feelings.
- Can keep a confidence.
- Is perceptive in recognizing when help is needed.
- Wants people to do well.
- Builds self-esteem and confidence.
- Is interested in what the other has to say, not just what he or she wants to hear.
- Takes the other seriously.
- Is willing to spend time.
- Is receptive to the ideas of others.
- Gives the other his or her full attention.
- Encourages another try.

Taken from *A Passion for Excellence*
By Tom Peters and Nancy Austin