

Task: Conduct Event-Oriented Counseling

Number: 805B-79R-4433

Effective Date: 2002-Nov-12

**Enlisted MOS:
79R Skill Level 4**

**STP:
STP 12-79R35-SM-TG
STP 12-79R35X-SM-TG**

Conditions: You are an AMEDD station commander with the requirement to counsel your soldiers on either substandard or superior duty performance. You have access to:

- a. AR 623-205
- b. FM 22-100
- c. FM 4856-E
- d. DA FM 2166
- e. DA Fm 2166-8-1

Standards: Correctly conduct event-oriented counseling session.

Performance Steps

NONE

Evaluation Preparation: Use the materials listed in the CONDITIONS statement for on-the-job performance evaluation.

Performance Measures

GO NO GO

- | | | |
|--|-------|-------|
| 1. Reviewed FM 22-100, appendices B and C. | _____ | _____ |
| 2. Identified the need for event-oriented counseling | _____ | _____ |
| a. Superior duty performance | | |
| b. Substandard duty performance | | |
| c. Reception and integration of new team members | | |
| d. Crisis counseling | | |
| e. Referral counseling (to outside agency or appropriate resource) | | |
| f. Promotion counseling for all specialists and sergeants eligible for advancement without waivers but not recommended for promotion to the next higher grade. | | |
| g. Adverse separation counseling (involves informing the soldier of the administrative actions available to the commander and the potential | | |

consequences of those actions, in the event substandard performance continues).

- 3. Demonstrated the leader qualities needed for effective counseling _____
 - a. Respect for subordinates
 - b. Self and cultural awareness
 - c. Credibility
 - d. Empathy

- 4. Demonstrated the leader skills needed for effective counseling _____
 - a. Active listening
 - (1) Eye contact
 - (2) Body posture
 - (3) Head nods
 - (4) Facial expressions
 - (5) Verbal and nonverbal expressions
 - b. Responding (verbally and non-verbally)
 - (1) Communicate that you understand the subordinate
 - (2) Check your understanding: clarify and confirm what has been said
 - (3) Summarize and interpret the subordinate's message
 - (4) Eye contact and head nods
 - c. Questioning:
 - (1) Ask open-ended questions to evoke more than a "yes" or "no" answer
 - (2) Pose questions to help verify understanding, encourage further explanation, or help the subordinate move through the stages of the counseling session

- 5. Avoided the following common mistakes of counseling _____
 - a. Personal Bias
 - b. Rash judgments
 - c. Stereotyping
 - d. Losing emotional control
 - e. Inflexible counseling methods
 - f. Improper follow-up

- 6. Prepared for counseling _____
 - a. Select a suitable place that minimizes distracting sights and sounds
 - b. Schedule the time
 - c. Notify the subordinate well in advance to allow them to prepare for the session. The subordinate should know when, where, and why the counseling will take place
 - d. Organize information for the counseling
 - e. Outline the components of the counseling session
 - f. Choose a counseling strategy that suits your subordinate and the situation;
 - (1) Directive Approach
 - (a) Quickest method
 - (b) Good for people who need clear, concise direction
 - (c) Allows counselors to actively use their experience
 - (d) Doesn't encourage subordinates to become part of the solution
 - (e) Tends to treat symptoms, not problems
 - (f) Tends to discourage subordinates from talking freely

- (g) Solution is the counselor's, not the subordinate's
- (2) Nondirective Approach
 - (a) Encourages maturity
 - (b) Encourages open communication
 - (c) Develops personal responsibility
 - (d) More time-consuming
 - (e) Requires greatest counselor skill
- (3) Combined Approach
 - (a) Moderately quick
 - (b) Encourages maturity
 - (c) Encourages open communication
 - (d) Allows counselors to actively use their experience
 - (e) May take too much time for some situations
- g. Chose an appropriate counseling technique
 - (1) Suggesting alternatives
 - (2) Recommending
 - (3) Persuading
 - (4) Advising
 - (5) Corrective Training
 - (6) Commanding
- h. Established the right atmosphere
 - (1) Informal
 - (a) Promotes two-way communication between a leader and subordinate
 - (b) Allows for a relaxed yet professional atmosphere
 - (2) Formal
 - (a) Used mostly to correct substandard performance
 - (b) Where specific guidance is given
 - (c) Reinforces the leader's rank, position in the chain of command, and authority.

7. Conducted the counseling session

- a. Opened the session
 - (1) Establish a subordinate-centered setting
 - (2) State the purpose of the counseling session
- b. Discussed the issues
- c. Developed a plan of action
 - (1) Identify a method for achieving desired results
 - (2) Specify what the subordinate must do to reach the set goals
 - (3) Show the subordinate exactly how to modify or maintain their behavior
 - (4) Use concrete and direct terms
- d. Recorded and closed the session
 - (1) Record the session on DA Form 4856-E (normally)
 - (2) Close the session by summarizing its key points and asking the subordinate if they understand the plan of action.

8. Followed-up and assessed the plan of action

- a. Supported subordinates during implementation of the plan of action:
 - (1) Teach
 - (2) Coach
 - (3) Provide time and resources
 - (4) Make referrals
 - (5) Inform the chain of command
- b. Evaluated the results and conducted follow-up counseling

Evaluation Guidance: Score "GO" if soldier correctly performs all performance measures. Score "NO GO" if soldier incorrectly performs one or more performance measure. Provide on-the-spot correction, should the soldier experience minor difficulty. Consider directing self-study or OJT for soldiers who experience major difficulties in task performance.

References:

Number	Required	Title
AR 623-205	Y	Noncommissioned Officer Evaluation Reporting System
DA FORM 2166-8	Y	Noncommissioned Officer Evaluation Report
DA FORM 2166-8-1	Y	NCO Counseling Checklist/Record
DA FORM 4856	Y	General Counseling Form
FM 22-100	Y	Military Leadership

Certifications Required: None.

Supporting Individual Tasks: None.

Supported Drills: None.