

FORMS OF INFLUENCE

MAPPING ALTERNATIVES

RECOMMENDING

PERSUADING

URGING

ADVISING

COMMANDING

PUNISHING

POWER

THE ABILITY, EITHER PHYSICAL, MENTAL, OR
MORAL, TO HAVE POSITIVE CONTROL OVER
THE ACTIONS OF OTHERS.

SOURCES OF POWER

LEGITIMATE POWER

REWARD POWER

COERCIVE POWER

REFERENT POWER

EXPERT POWER

VALUES OF COUNSELING

COUNSELING CAN CLEAR UP MISUNDERSTANDINGS

COUNSELING CAN SAVE TIME

COUNSELING CAN HELP IMPROVE MOTIVATION

COUNSELING PROVIDES LEADERS THE OPPORTUNITY
TO TALK WITH SUBORDINATES

COUNSELING CAN KEEP A GOOD SOLDIER IN THE ARMY

REASONS FOR COUNSELING

RECEPTION AND INTEGRATION

PERFORMANCE

PERSONAL

DISCIPLINE

PROFESSIONAL GROWTH AND GUIDANCE

THREE APPROACHES TO COUNSELING

DIRECTIVE

NON-DIRECTIVE

COMBINED

ATTENDING

1. LISTENING:

EYE CONTACT

POSTURE

BODY LANGUAGE

FACIAL EXPRESSION

VERBAL BEHAVIOR

ATTENDING (CONT)

2. WATCHING:

BOREDOM

SELF-CONFIDENCE

HATE

FRUSTRATION

INTEREST

RESPONDING

1. QUESTIONING
2. SUMMARIZING COMMENTS
3. INTERPRETING
4. INFORMING

GUIDING

1. DECISION-MAKING
2. PROBLEM SOLVING

NOTICEABLE REACTIONS

1. COOPERATION
2. NERVOUSNESS
3. RATIONAL DISAGREEMENT
4. TOO EASY AGREEMENT
5. DETERMINATION TO ARGUE
6. ATTEMPTS TO SHIFT BLAME
7. LOSS OF TEMPER
8. DESIRE TO QUIT

PITFALLS

1. PERSONAL BIAS
2. RASH JUDGEMENT
3. STEREOTYPING
4. LOSS OF EMOTIONAL CONTROL
5. INFLEXIBLE METHODS
6. AMATEUR CHARACTER ANALYSIS
7. IMPROPER FOLLOW-UP
8. RELUCTANCE TO COUNSEL
9. FAILURE TO LISTEN

ATTITUDES

ATTITUDES ARE DEEPLY INGRAINED AS IF CONSTITUTING
A BASIC PART OF OUR PERSONALITY.

BEHAVIOR CREATES THE CHANGE IN ATTITUDE.