

## Material 4.1.1m

### INTRODUCTION

Counselling and, as a consequence, the scientific study of counselling refers along the entire life course and in different functional sub-areas of society - to a variety of topics and fields of work. Personnel work or human resource management (HRM), more specifically personnel development or human resource development (HRD) is one such field of work in which counselling (and consulting) increasingly plays an important role today (Werkmann-Karcher, 2010). Career Guidance and Counselling is one specific form of counselling. However, HR work and HRD can only be understood in their close interconnection with the operational organization of work and its change. This is another reason why the scientific study of counselling opens up to the subject areas of organization and organizational development (Weber, 2020).

In the following, assumptions and considerations about the connection / intersections of the fields of action of human resource development and career guidance and counselling (CGC) are compiled and elaborated.

The intended use of the compilation (this session) is to create a basis for discussion for study or further training for counsellors and/or HR staff who want to become better acquainted with the connection between career guidance and counselling and HRD.

In the operational field of human resource development (HRD), a shift towards approaches and instruments that focus on the individual and his or her specific competencies, resources, characteristics and interests can be observed for quite some time in the literature, in trend studies as well as in practice. Even though human resource management (HRM) as a whole is strongly oriented towards business rationality (Neuberger 1997), this trend inevitably leads in parallel to an orientation towards individual aspects (Hackl, & Gerpott 2015; Weber 2015). In a broader organizational theory perspective, these two perspectives can be assigned to the "modern performance-oriented paradigm" on the one hand and to the "postmodern pluralistic paradigm" on the other (Laloux, 2015), respectively. This is reflected not least by instruments and approaches that are not or cannot be grounded in business management, but are based on psychological, sociological, or counselling knowledge and research findings. While in-company training and continuing education are among the classic and well-established instruments of human resources work, new instruments are emerging in light of dynamic

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changes and specific operational challenges that also find important foundations in the aforementioned sciences. Examples include "competence management," "talent management," "corporate health management," counselling formats such as "coaching," "mentoring," or "collegial counselling," and career-related instruments such as "career management," "employee retention," or "outplacement."