

## Material 4.1.5m

### LINES OF DEVELOPMENT IN HRD

#### What lines of development in the HRD context create connections to professional counselling?

HRD is a support instance of the company. As such, HRD must find multifaceted answers to what exposes companies with pressure to change due to external or internal influences. HRD mediates between such changes and the human resources needed to implement them. In doing so, it must act with foresight to be proactive rather than merely reactive.

In the HRD context, different levels of planning and action can be distinguished, including (1) a strategic level (2) a process level (HR Life Cycle) and (3) a methodological-instrumental level. "Counselling" is often assigned to the methodological-instrumental level in this logic.

HRD and HRM in a broader sense are themselves under increased pressure to change. The role of HRD is not unquestioned and change and further development is essential for its own self-assurance and legitimacy (Ulrich, 2012).

The importance of qualified employees and thus the importance of education is increasing. On the one hand, each individual is ascribed greater responsibility for his or her actions, with learning being temporally de-limited and implicitly following the model of permanent or at least regular adaptation to new circumstances. On the other hand, there is a change in the role of institutions (from kindergarten to the workplace) and teachers (trainers, supervisors). This change consists, among other things, in enabling and accompanying individual learning and development, but not primarily determining the content or at least always promoting the ability to take responsibility for oneself in addition to the content to be taught.

Proactive HRD should therefore be able to anticipate current and future challenges strategically, in terms of HR processes and the instruments used. In the light of higher qualification requirements and simultaneous demographic challenges, there is a greater need to empower employees to engage in their own development and to manage learning and development needs.

At the same time, HRD is confronted with challenges and has to proactively adapt to the expectations of the company and increasingly also of the employees (Ulrich, 2012). This also calls into question instruments that treat employees only as objects of well-rehearsed and optimized HR procedures, but are heard (Wilkinson et al., 2018; 2020) and can also initiate and steer developments out of their own interest.

Counselling with links to career issues is explicitly invoked and used in HRD (Becker, 2013; Werkmann-Karcher, 2010; Kauffeld, 2018). However, counselling has so far been understood rather instrumentally, it is a building block in a toolbox and there is a lack of clear identification of its strategic importance as well as anchoring in a comprehensive HRD cycle or analogous concepts. This goes hand in hand with the fact that the occasions for counselling (coaching, supervision, etc.) are little related to implicit or explicit development topics (career, qualification, employee retention).

The implementation of counselling in HRD should be understood broadly. Employees, managers, HR employees or external consultants or coaches are seen in the role of counsellors, each with different responsibilities and competencies.

Questions for reflection:

- Where do you see lines of development in the HRD field?
- What are links form HRD to CGC?