

material p4.7m

## INTERSECTIONS OF PROFESSIONAL COUNSELING AND HRD

**What critical or unclear issues arise at the intersections of professional counseling and HRD.**

So far, explicit linkages of CGC traditions and theories with those of HRD are rather weak.

- The connection of counseling in the company is still not very strategically oriented and rather instrumental. At the same time, only a few companies have or offer - presumably - freely accessible CGC services, where employees can largely determine the access and consequences of counseling themselves.
- The subjects of counseling, both counselors and on the side of the target group (which groups of employees have access) are not clear or rather diverse for counseling in HRD. While in the CGC context it is usually assumed that there are professional counselors who have explicit training for their service and (often) perform the counseling role full-time (Nice, 2016). In HRD, therefore, we are probably dealing with different skill profiles at different levels.
- In terms of access, in publicly funded counseling, the focus is usually on reducing barriers and targeting services to particularly vulnerable groups, while from an HR perspective, the focus may be more on promoting particularly strong or talented groups of employees.
- While in publicly available counseling the contract is usually between the counselor and the client, counseling services that are embedded in the company are often understood in a triangle between client, counselor or coach, and company, which leads to a different type of contracting (Squarra, & Webers 2020).