

Table of Contents

Preface	i
CHAPTER 1. Concept of Leadership Counseling	1
Counseling and Leadership Principles	2
Counseling and the Leader	3
Importance of Praise	5
Soldier Development	6
Responsibilities for Counseling	7
Summary	10
CHAPTER 2. Fundamentals of Counseling	11
Leader Actions	12
Sources of Power	14
Forms of Influence	16
Approaches to Counseling	17
Directive	18
Nondirective	21
Combined	25
Basic Skills	29
Listening and Watching	29
Responding	32
Guiding	33
Summary	36
CHAPTER 3. Reasons for Counseling	37
Reception and Integration	38
Transition Objectives	39
Orientation	40
Sponsorship	41
Performance	42
Growth and Learning	42
Evaluation of Actions	44
Improvement of Performance	44
Personal	45
Soldier's Problems	45
Leader's Limitations	47
Outside Agencies	47

	Discipline	49
	Leader Actions	50
	Corrective Measures	51
	Professional Growth and Guidance	52
	Professional Development	52
	Career Guidance	52
	Summary	54
CHAPTER 4.	Effective Counseling	55
	Counseling Programs	56
	Counseling Process	58
	Prepare for Counseling	58
	Conduct a Counseling Session	61
	Follow up on Counseling	63
	Reactions and Pitfalls	65
	Soldier Reactions	65
	Counseling Pitfalls	67
	Summary	70
CHAPTER 5.	Training Leaders to Counsel	71
	Need for Training	72
	Methods for Training	73
	Role Modeling	73
	Feedback	74
	Role Playing	75
	Summary	77
APPENDIXES	A. Counseling and Communication	79
	B. OER Support Forms	87
	C. Support Agencies	89
	D. Written Records (Examples)	95
	E. Counseling Guidelines	99
	F. Lesson Outlines for Counseling Training	105
	G. Role-Playing Exercises	113
	GLOSSARY	127
	REFERENCES	129
	INDEX	133