Table 1 –

*Meaning of counselling*

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| **Theme**  | **Sub-theme** | **Response**  |
| Facilitation (22) | Achieving self-insight | *“…you really only facilitate the process to lead them to the answer that they sometimes already have…”* |
|  | Enrichment  | *“…but an enhancement of a person; they might feel they would like to have a little bit of enhancement or enrichment in their lives, and that serves as counselling for me.”* |
|  | Guidance | *“…then counselling is there to provide guidance or direction…”* |
|  | Identifying what prohibits optimal function  | *“I think counselling is more about trying to give a person insight or to realise what is preventing the person from functioning fully, whether in the workplace or as an individual.”* |
|  | Long term  | *“I think it is to see someone for a longer period, for more than one session.”* |
|  | Mirroring | *“…and with mirroring, to actually reach his own answers.”* |
|  | Normalisation | *“To place the person back into the situation before the bad incident took place.”* |
|  | Personal development  | *“…it’s about the facilitation of a process that a person must go through for developmental purposes.”* |
|  | Psychological action | *“…you walk a personal path with them, and there is a psychological element to it; it is a psychological deed or action where you then dig deeper.”* |
|  | Sound board | *“…but to then be the sounding board, and then going on a journey and walking the road with him…”* |
|  | Teaching coping skills | *“…you should have that ability just to … counsel them, facilitate a process of either coping skills…”* |
|  | Address an event | *“Counselling, for me, is when someone comes to you with a problem or a question or a challenge…”* |
|  | Using different approaches | *“…trying to understand what is going on, and find out how you can help the person, and give some guidance, and with the different therapies you then use…”* |
| Helping (28) | Achieving self-insight | *“…that you will give a guy the chance to organise his own thoughts and help him in the process, and in the process make him aware of his blind spots, which they usually do not see, and then you help him to generate his own solutions.”* |
|  | Trained professional  | *“Counselling, I would say, is where a trained professional, like a psychologist, in any context, tries to assist a willing participant with problems they may have in that context, be it work or at home or whatever…”* |
|  | Guidance  | *“...and I then just guide them in the process.”* |
|  | Normal life challenges | *“So, what I understand by counselling is, basically…, helping someone in our scope through relatively normal life challenges, particularly within the workplace.”* |
|  | Normalisation | *“It is to help people deal with things they go through, and to then continue with their lives as normal as possible.”* |
|  | Personal problems | *“…it’s not job-related, it is not a production problem or leadership problem or something like that; it is more an individual problem.”* |
|  | Short-term  | *“but my idea of counselling is really to provide someone with counselling, in the short term, who is experiencing a problem, giving them the necessary shoulder to cry on if it is needed.”* |
|  | Support  | *“Counselling is one-on-one, first of all, and helping the individual… I see the one-on-one process as supporting somebody…”* |
|  | To address an event  | *“I understand by counselling… helping someone through in our scope through relatively normal life challenges…”* |
|  | Utilising skills | *“…that serves as counselling for me, and I obviously use certain skills to help that person.”* |
|  | Workplace problems  | *“…that a person presents with a problem… and, specifically from an industrial psychologist’s viewpoint, it will most probably relate to work situations…”* |
| Intervention (5) | Trained professional  | *“…from a trained professional…”* |
|  | Following a process  | *“…and the process that follows from there.”* |
|  | Guidance  | *“…and then counselling is there to give direction or to give guidance.”* |
|  | To address an event  | *“…something happens in a person’s life that is outside of their normal activities or normal life…”* |
| Short-term intervention (4) | Achieve optimal functioning | *“…but from of our paradigm, we use short-term therapeutic interventions. We work with relatively normal people, so between pathology and normal, we work with them to get them to optimal…”* |
|  | Trained professional  | *“ … not-long term intervention I see it as a short-term process where, as a professional, I would be able to sit down with a person …”* |
|  | To address an event  | *“…it is basically about people with relatively normal work-related problems.”* |

Table 2 –

*Counselling situations that I-O psychologists face*

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| **Theme**  | **Sub-theme** | **Response**  |
| Career counselling (10) | Career and study choice | *“Then, career counselling, where students walk in and … are unsure about various aspects of their career and whether they are doing the right thing. Exploring possibilities for the future, and then, also, people in school who are… in need of career counselling and vocational counselling in terms of career choice and the environments that they might be interested in.”* |
|  | Job dissatisfaction  | *“I am currently in a position where I have been sitting for four years, but I hate it incredibly much,…it is frustrating, I just don’t get any energy from it.”* |
|  | Job person fit | *“…it is sometimes career counselling; people who may want to know why they fit into a role and why not.”* |
| Coaching (6) | Personal development | *“Then personal development… where a person does not have a problem per se, but would like to have more a kind of a mentoring and coaching situation, although that is something else altogether.…basically completing various psychometric assignments, getting feedback on that, and then asking direction on how to improve on certain aspects.”* |
|  | Teach skills | *“I often work with people in IT, and it’s typically people who need those people skills, so one would want to go into coaching.”* |
| EAP counselling (13) | HIV and AIDS counselling | *“We do a lot of HIV and Aids cases as well, where a person is diagnosed. You need to take them through the process of the shock and the denial and everything.”* |
|  | Low productivity; absenteeism  | *“You might have somebody that is going through some personal troubles or concerns, and then, most likely, their supervisor or their manager would identify that productivity has gone down a bit, or that a lot of absenteeism is going on.”* |
|  | Personal development | *“…then there are also many people who come for personal development, who want to improve themselves or to identify what their weaknesses are, what their strengths are.”* |
|  | Physical well-being | *“…or a physical well-being issue, where this person doesn’t have the energy to come to work… they’re sick, they can’t do as they used to be able to…”* |
|  | Psychological issue | *“…issue going on, be it emotional issue or psychological issue…”* |
|  | Trauma counselling | *“It was actually more trauma debriefings and follow-up sessions after that…”* |
|  | Workplace violence | *“…conflict at work, most likely imminent conflict, obviously, where people are physically fighting and having a "rah-rah" at work. You will be called in just to calm down the situation, figure out what the conflict was about, and try and solve it.”* |
|  | Substance abuse | *“One other thing that we do is referral for substance abuse. Usually we refer substance abuse if a person is self-referred and when a supervisor has identified a problem. Obviously, this is voluntary, unless otherwise specified by the employer…”* |
| Informal counselling (10)  | Walk-in sessions  | *“…where people walk in, and just would like to have some expert opinions or, just an ear to listen, or just to vent and then go through a process of exploring options…”* |
|  | Sounding board | *“Then I also had experience in general counselling… where people walk in and just would like to have some expert opinions, or just an ear to listen or just to vent, and then go through a process of exploring options…”* |
| Marital and relationship counselling (9) | Divorce/Mediation  | *“I work a lot in divorce. I have a passion, which is mediation. I gather parenthood teams for people going through divorce, and I then act in the best interests of the child. I am a neutral party…”* |
|  | Conflict management; marital and relationship problems | *“…The things with which I was confronted earlier were daily problems the guys encountered… conflict…”* |
|  | Domestic trauma | *“There are many people who come because of personal situations, such as domestic trauma.”* |
| No counselling situations (5) |  | *“I think, to be quite honest, in this current job, no counselling experience…”* |
| Psychometric assessment feedback (4) |  | *“In my current position, I'm not really in that role. Previously, for a long time, I was looking after psychometric assessments, then, from time to time, you would meet a person or somebody would be referred to you, and then you would go into the role of counsellor, and then you would explain the role-person-job match, point out developmental areas.”* |
| Personal problems (9) | Burnout | *“I would say personal crisis when something just becomes too much for someone; a normal, healthy person suffers from burnout due to too much work pressure.”* |
|  | Financial stress | *“Finances are usually a big problem, and then they reach a point where they just crack; where that branch just breaks, and then it necessary to do some perspective and see where the problem lies…”* |
|  | Work-life interference  | *“It depends on the situation. Most of the time, I would be … really looking at a person who has personal issues either…at work, taking it home…”* |
| Workplace counselling situations (9) | Personal problems  | *“They would come to you with personal problems, work-related problems, which they would not feel comfortable to go to their manager or supervisor with, and they would come and discuss it.”* |
|  | Conflict management  | *“…relates to workplace relationships, so there I use it a lot. There’s* [*sic*] *always problems in the workplace between, maybe, a supervisor and subordinate…”* |
|  | Burnout  | *“…and then burnout in the work environment, so people become completely burnt out.”* |
|  | Trauma counselling  | *“’... they broke in to a place, an armed robbery, and defused it. That was trauma counselling…”* |
|  | Substance abuse  | *“…addiction also. There are addicts who did not necessarily approach me, but they ended up in my office, because their work is affected by it…”* |
| Trauma counselling (11) | Crime | *“…where we obviously had the type of cases that happen in South Africa, such as hijackings or… someone who is going through a traumatic situation.”* |
|  | Suicide | *“I am often faced with death in the family; I have faced suicide on a number of occasions…”* |

Table 3 –

*Inclusion of counselling in the I-O psychologists’ scope of practice*

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| --- | --- | --- |
| **Theme** | **Sub-theme** | ***Response*** |
|  | Confronted with counselling situations | *“…you will still, depending on the environment in which you work, have to do counselling…”* |
|  | Confronted with workplace counselling situations | *“…you are required, as an Industrial psychologist, to handle any psychologically related aspect within the work setting and our workplaces…”* |
|  | Is in fact a psychologist | *“…as industrial psychologists the title is there…; Industrial psychologists still remain within the spectrum of psychology…”* |
|  | Makes business sense | *“…in a business context, an industrial psychologist may be more effective or make a greater contribution with such skills, in order for a company not having to employ an additional person or pay more fees for an extra person to help their people. I think it may be part of their corporate responsibility…”* |
|  | Not always possible to refer  | *“…the person comes to you … there’s no time to tell them: ‘Listen, I can’t help you.’ You should counsel at that stage, and use skills…”* |
|  | Work with people daily  | *“…we work with people every day…”* |
| Should form part; however, with reservations (8) | Clear definition of counselling for the I-O psychologist  | *“…we need to define what kind of counselling we are talking about; if we are talking about supportive functions instead of curative techniques, more supportive techniques, we definitely need to do it, because, as industrial psychologist, the title is there…”* |
|  | Clarify short-term and long-term counselling intervention | *“…many times, it’s a short term intervention, or, many times, it is long, it depends…”* |
|  | Trained in specialised field  | *“…I-O psychologist has the necessary qualification, as long as he did an accredited course in counselling.”* |