PROFESSIONAL COUNSELLING
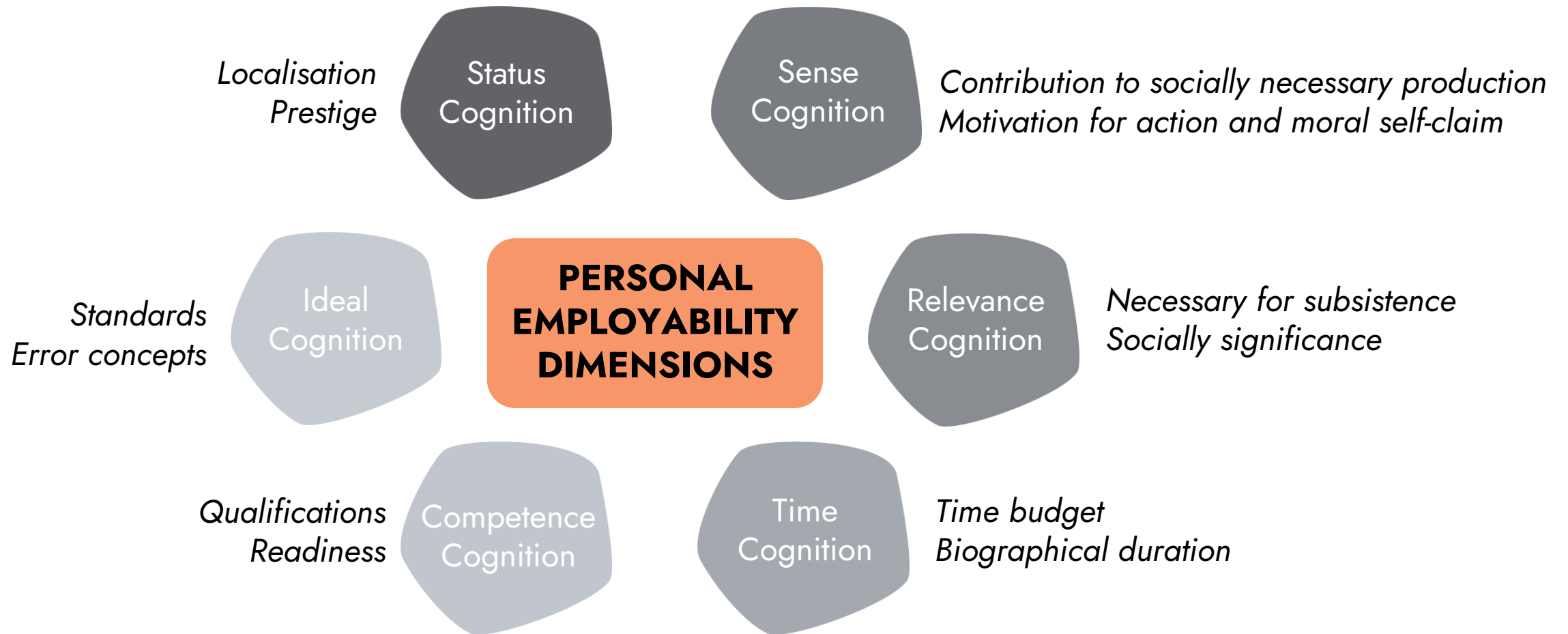
Topic 5

DIGI
GEN

CREATING PROFESSIONAL COUNSELLING

- Counselling as science

- Problem-based learning with case studies

- Perspective of a columnist

COUNSELLING AS SCIENCE

"Anyone who believes that there can be one theory of guidance or 'the' theory of guidance is mistaken. In principle, there can be as many theories as there are phenomena that are relevant to guidance …"

Hofer (2015)

Personality Dimensions

Localisation Prestige

Status Cognition

Sense Cognition

Contribution to socially necessary production Motivation for action and moral self-claim

Standards Error concepts

Ideal Cognition

PERSONAL EMPLOYABILITY DIMENSIONS

Relevance Cognition

Necessary for subsistence Socially significance

Qualifications Readiness

Competence Cognition

Time Cognition

Time budget Biographical duration
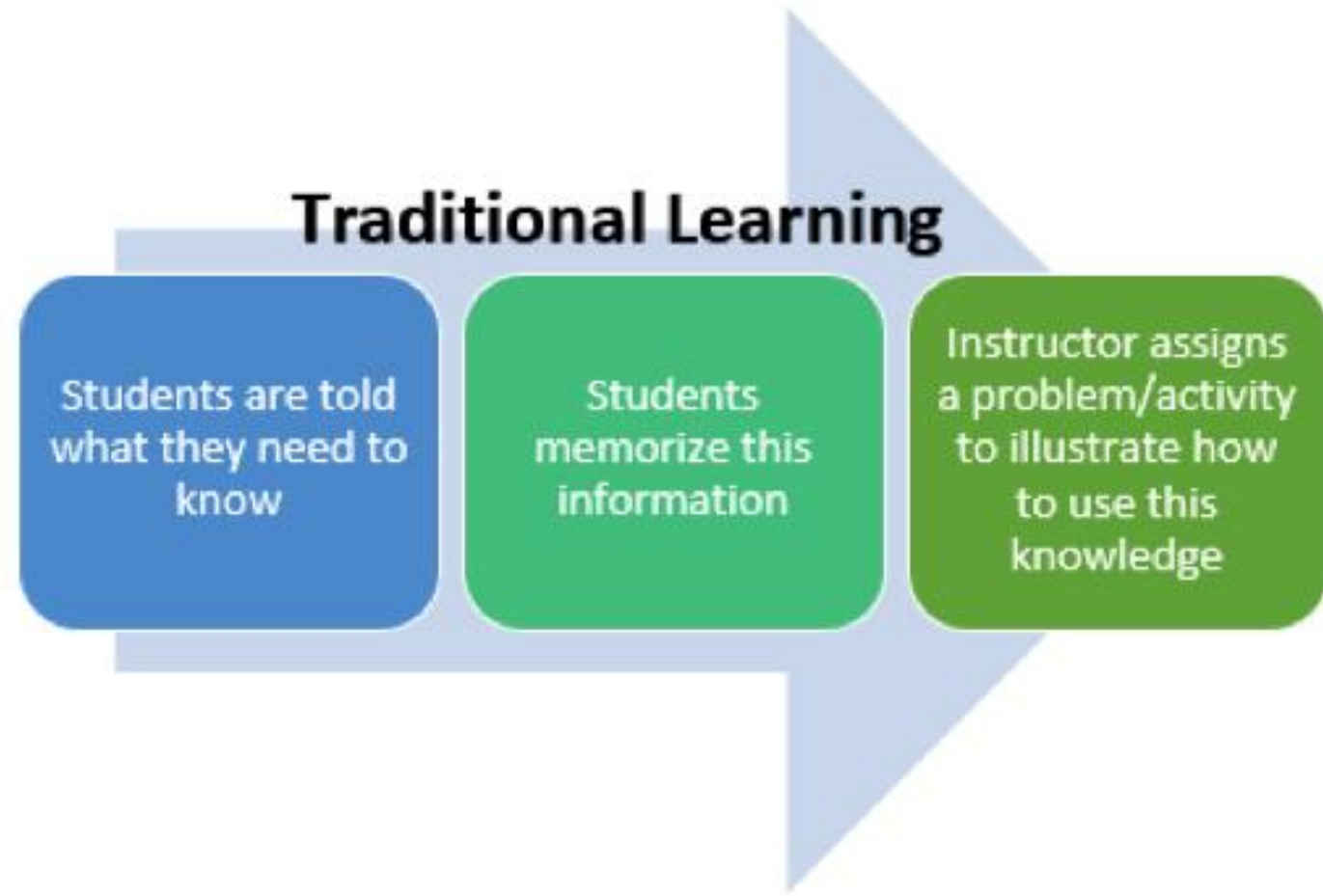
All job-related personality dimensions of female managers must be considered. Even if individual aspects of the job - e.g., IT competence - are in focus, the interdependencies with the overall personality must always be included.
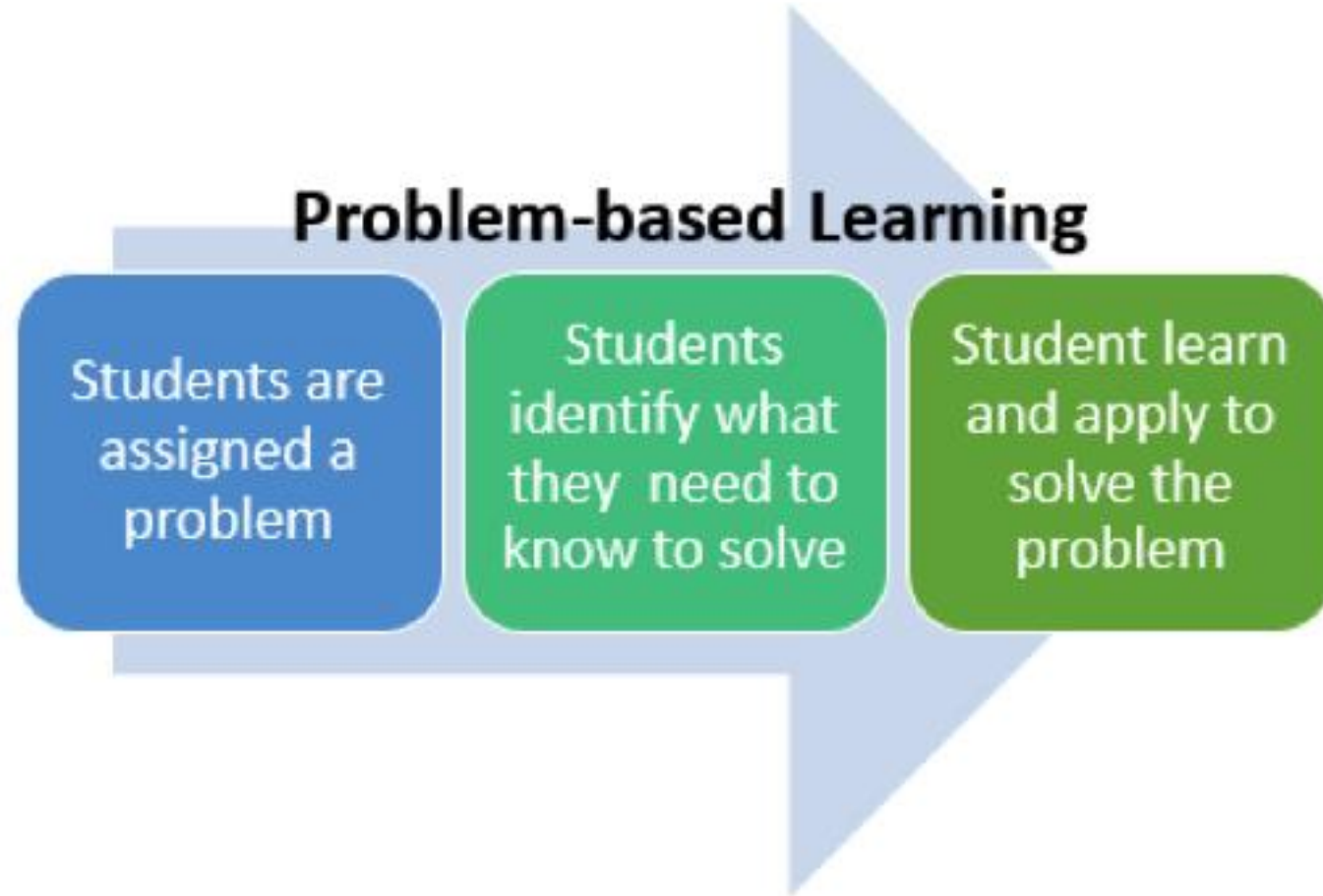
Beck (2019)

PROBLEM-BASED LEARNING

Traditional Learning

Traditional Learning

Students are told what they need to know → Students memorize this information → Instructor assigns a problem/activity to illustrate how to use this knowledge
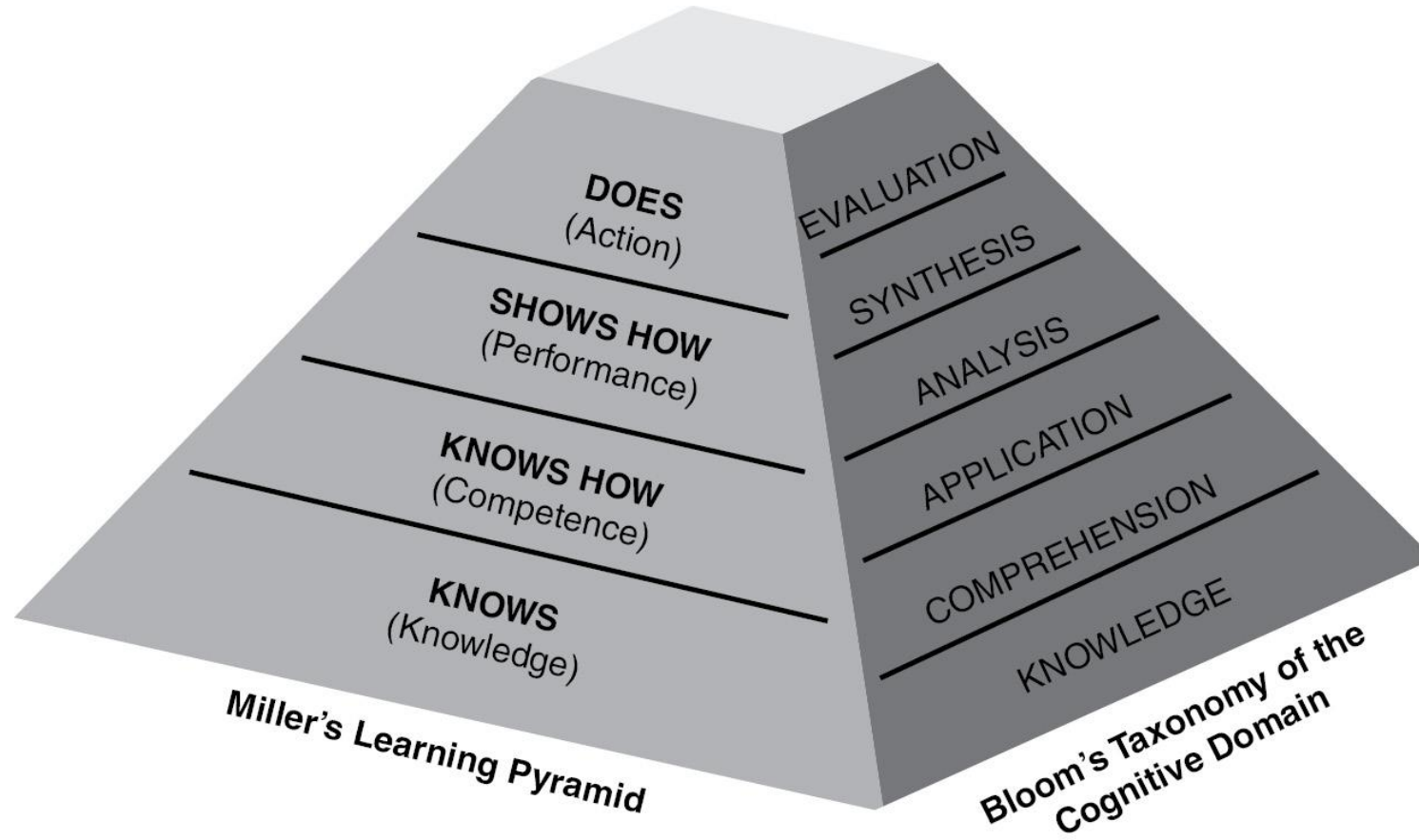
Problem-based learning

PBL learning outcomes

- Working in teams.
- Managing projects and holding leadership roles.
- Oral and written communication.
- Self-awareness and evaluation of group processes.
- Working independently.
- Critical thinking and analysis.
- Explaining concepts.
- Self-directed learning.
- Applying course content to real-world examples.
- Researching and information literacy.
- Problem-solving across disciplines.
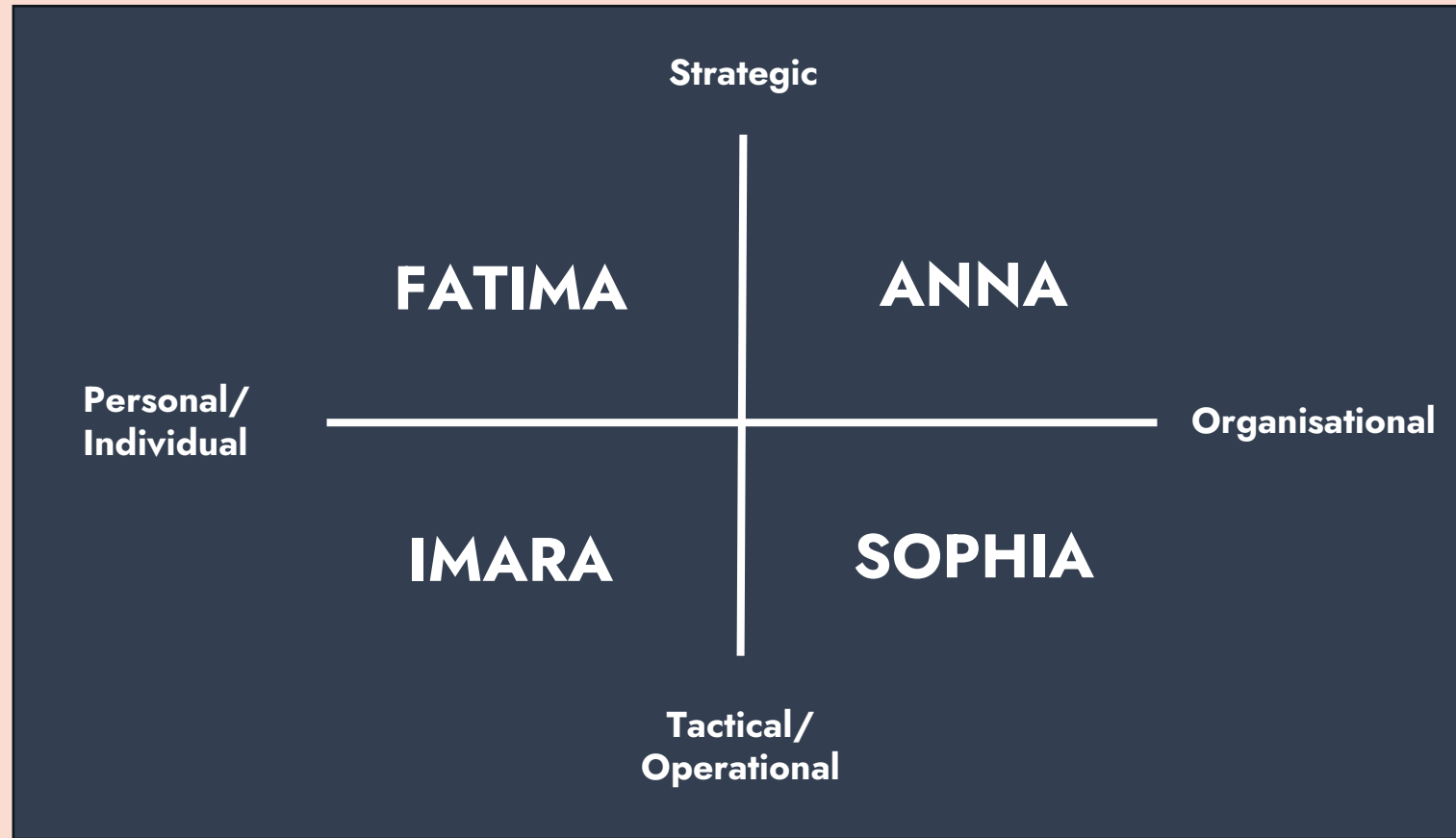
PBL Taxonomies (Bloom & Miller)

7 stages in PBL

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1. Define the problem/issue/question
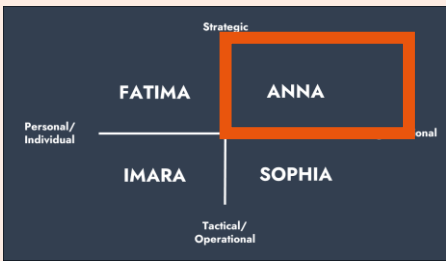2. Identify what is needed
3. Brainstorm solutions
4. Create and test the best solution
5. Evaluate results
6. Improve the solution
7. Share results

Case Anna

Career professional

Consultant management & change, offers support to (female) leaders in their development of managing staff in top positions.

Anna

CEO at DigitalTech (Branche: ICT and software development). Age 40+.

Issue

Rise of Artificial Intelligence and the impact of AI on the industry; the company must keep up with developments in order to maintain its market position.
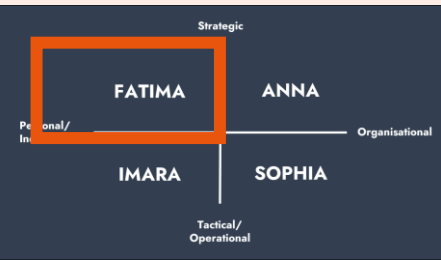
Dilemma

Anna has doubts about her ability to make the right strategic decisions. She wonders if she has enough knowledge of AI. Male colleagues seem to be more confident.

Career question

Am I the right person to lead the company in this new direction? How can I overcome my uncertainties about making the right strategic decisions for the company?

Case Fatima

Career professional

Professional specialises in HR services in SME (small and medium-sized enterprises), offers support in the process of personnel planning.

Fatima

Operational manager at SME manufacturing company. <500 employees. Age 40+.

Issue

Ambition to digitise production (operations) and to motivate employees in embracing changes.

Dilemma

High level of resistance among employees (limited digital skills, fear of change, fear of job loss). Change in culture is needed among employees.

Career question

How can I overcome the challenges mentioned above and achieve success in the digital transformation, and simultaneously give my career a major boost and allow myself to be successful in my managing role?

Case Sophia
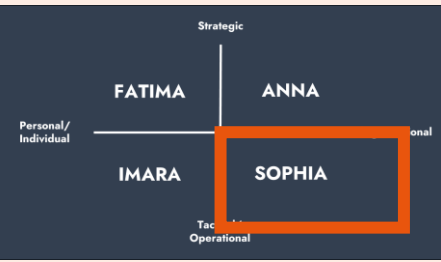
Career professional

Management Development mentor in a management development program, offering support for upcoming talent

Sophia

Project manager at Innovatech Solutions. Age 28. Participates in a Management Development trajectory.

Issue

Sophia is a successful and talented project manager who at the moment is faced with a decisive moment of choice regarding the continuation of her career

Dilemma

Sophia is confronted with a choice. There are multiple options, including: (1) a leading role at Innovatech Solutions; (2) specialisation in digital strategy & consultancy (outside of Innovatech). Sophia is dealing with the jealousy of others

Career question

How should I continue my career and give my career a boost while not letting the jealousy and negative talking of others cloud my judgement?
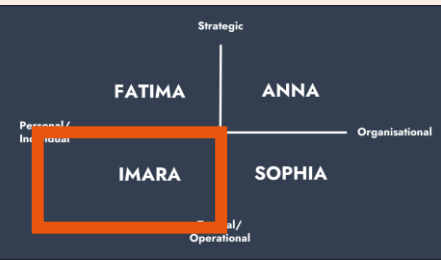
Career professional

HR advisor in a retail company.

Imara

Manager; climbed the career ladder to manager within the Finance & Administration department. Age 50+. 30 years of experience

Issue

Digitisation has been made a priority for senior MT. This means that all activities within the department will be digitised.

Dilemma

Imara and her team feel overwhelmed and incompetent and lack trust in digital solutions. Having to manage a team that does not support the decisions made whilst at the same time having doubts about herself.

Career question

Am I the right person for this job? Can me and my team learn to embrace the digital transformation or is there a need for me to look further? And in the latter case, what about the limitations of finding a new job that comes with my age?

PERSPECTIVE
OF A
COLUMNIST

DISCUSSION TASK
The perspective of a columnist

"The business qualities that men are praised for are far from acceptable in women. Too strict, too bitchy, too businesslike. For many qualified women, this is a reason to lower their voice. After all, who wants to be left out of the group with "Iron Lady" stamped on their forehead? So, dear director of row three, the women you are seeking for your company are legion, but they are not so visible. They hold back until society is ready for them."

Columnist Anne-Marije Buckens

HdBA
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Bundesagentur für Arbeit
University of Applied Labour Studies

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APPLIED SCIENCES

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