



1. Define – e.g., in small groups or a group discussion – the need (**target state**) for each competence/qualification; scale: 1 = necessary, 2 = somewhat necessary, 3 = not necessary!
2. Do a self-evaluation. To what extent are these competencies developed in relation to your work as a professional counsellor at all management levels (**actual state**): 1 = necessary, 2 = somewhat necessary, 3 = not necessary.
3. Based on your evaluations (**target-actual comparison**), consider and discuss possible measures to increase your counselling skills for (female) leaders!

A. Transversal competencies

1. You orient your counselling activities to the concerns and resources of (female) leaders/your counselees.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

2. You create transparency about your counselling services, the counselling process and the framework conditions (e.g., accessibility, time required, standards).

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

3. You demonstrate appropriate ethical behaviour and professionalism in your counsellor role.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			



4. You base your counselling activities on defined quality characteristics and regularly contribute to further quality development.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

B. Shaping the counselling process

5. You actively create and promote a sustainable relationship with the (female) leader and show respect and appreciation.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

6. You ensure an active contribution from the (female) leader.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

7. You adequately clarify the counselling objective, know the expectations of the (female) leader and jointly define the goals of the counselling process.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			



8. You regularly identify and assess current situations (e.g., deviations from goals) together with the (female) manager and assess the situational context.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

9. You identify and strengthen the inner and outer resources of the (female) leader.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

10. You develop goal-oriented solutions and behavioural strategies with the (female) leaders within the counselling process and assist in overcoming problems.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

C. Relation to the counsellee

11. You contribute your knowledge (e.g., about a digital entrepreneurial context) on a case-by-case basis and support the (female) leaders in making decisions.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			



12. In your counselling, you use your knowledge of individual personality traits and behaviour patterns of (female) leaders (e.g., object theories).

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

13. In your counselling, you consider the respective social environment of the (female) leaders (e.g., education, community, professional environment, family situation).

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

14. You recognise which values guide the (female) leaders' actions and respect the diverse characteristics (diversity), e.g. in terms of age, gender, and status.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

D. Competencies of self-reflection

15. You reflect on your counselling competencies and resources as well as the quality of your counselling practice. You will know your strengths, weaknesses and limitations.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			



16. You regularly strengthen your counselling competencies in controlling, e.g. through coaching, supervision, and appropriate further training.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

17. You inform yourself about current professional discussions and relevant guidance methods, actively deal with them and check their applicability for guidance.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

E. Shaping the organisation (via counselling)

18. You align your counselling with the role/mission statement of the (female) leader's organisational context.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

19. You actively shape the counselling processes (in terms of organisation and implementation) and make suggestions for improving organisational processes.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			



20. You use and control your organisational knowledge/resources when advising (female) leaders.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

21. You contribute to further developing the organisational and communication culture by using informal and collegial exchange and external networks on counselling-relevant topics.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

F. Societal Competencies

22. You bring socially relevant expertise (e.g., labour markets, political aspects, funding opportunities) into the counselling, considering the counselees concerns and problem situation.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			

23. You base your counselling practice on socially and organisationally relevant objectives.

TARGET	necessary	somewhat necessary	not necessary
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ACTUAL	fulfilled	partially fulfilled	not fulfilled
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEASURES			