

**MSS SUCCESS SPACES**

Units 2K-2L, 2nd Floor E.C. Valle Commercial Center M.L.  
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## COACHING AND COUNSELING TRAINING IN THE PHILIPPINES

### A 1-Day Practical Training Program on Coaching Employees, Counseling Employees, Performance Improvement, and Workplace Accountability

#### TRAINING OVERVIEW

Employees do not always need the same type of leadership intervention.

Some employees need clearer direction. Others need feedback, skills development, encouragement, problem-solving support, or stronger accountability. Some may be experiencing behavioral, motivational, attendance, relationship, or personal concerns that are beginning to affect their work.

Effective leaders must know whether a situation calls for:

- Coaching
- Counseling
- Feedback
- Mentoring
- Corrective action
- Performance management
- Referral to Human Resources or another qualified professional

This 1-day **Coaching and Counseling Training in the Philippines** is designed to help supervisors, team leaders, managers, department heads, HR practitioners, and people managers conduct structured, respectful, and results-oriented employee conversations.

The program provides a practical distinction between **coaching employees** and **counseling employees**. Coaching primarily helps employees improve skills, behavior, performance, ownership, and problem-solving. Workplace counseling helps employees recognize and address concerns that may be affecting their conduct, motivation, attendance, relationships, well-being, or work performance.

Many leaders struggle with coaching and counseling because they:

- Delay important conversations
- Give instructions instead of helping employees think
- Focus on personality rather than observable behavior
- Avoid emotional or uncomfortable discussions
- Give vague feedback without clear examples
- Become overly harsh, overly lenient, or defensive
- Solve the employee's problem instead of developing ownership
- Fail to document agreements and follow through
- Confuse workplace counseling with therapy or disciplinary action



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This practical **Coaching and Counseling Employees Training Program** equips participants with conversation frameworks, diagnostic tools, questioning techniques, listening skills, documentation practices, and follow-through methods that can be applied across different industries and organizational settings.

Using the MSS EnterTRAINment approach, the program combines concise discussions, demonstrations, case analysis, coaching practice, counseling simulations, peer feedback, and workplace action planning.

## TRAINING GOAL

To equip participants with the practical knowledge, communication skills, and structured approaches needed to coach and counsel employees for improved performance, behavior, accountability, engagement, and workplace effectiveness.

## TRAINING OBJECTIVES

By the end of the program, participants will be able to:

1. Explain the differences among coaching, counseling, mentoring, feedback, corrective action, and disciplinary intervention
2. Diagnose when an employee situation requires coaching, counseling, escalation, or referral
3. Conduct structured performance coaching conversations using the MSS R.E.S.U.L.T.S.™ Coaching Framework
4. Ask purposeful questions that promote employee reflection, ownership, and problem-solving
5. Listen actively and respond with empathy without removing accountability
6. Address observable performance and behavioral concerns objectively
7. Conduct workplace counseling conversations professionally and respectfully
8. Handle defensiveness, excuses, silence, resistance, and emotional reactions
9. Establish clear agreements, expectations, support actions, and follow-through measures
10. Document employee conversations appropriately while respecting privacy and confidentiality

## TRAINING OUTLINE

### 1-Day Face-to-Face Coaching and Counseling Training Program

Time	Modules and Topics	Supporting Activities and Outputs
8:00–10:00 AM	<b>MODULE 1: DIAGNOSING EMPLOYEE NEEDS AND CHOOSING THE RIGHT INTERVENTION</b>  • What coaching and counseling mean in	<b>“Coach, Counsel, Correct, or Refer?” Diagnostic Challenge</b>  Participants analyze employee situations and determine the most appropriate leadership



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	<p>the workplace</p> <ul style="list-style-type: none"> <li>• Coaching versus counseling employees</li> <li>• Coaching versus mentoring, training, feedback, and supervision</li> <li>• Counseling versus corrective or disciplinary action</li> <li>• When to coach, counsel, clarify, correct, escalate, or refer</li> <li>• Recognizing skill, will, clarity, resource, process, relationship, and personal-concern gaps</li> <li>• Separating facts, observable behavior, assumptions, and personality judgments</li> <li>• The leader’s role and professional boundaries</li> <li>• Establishing trust, psychological safety, respect, and accountability</li> <li>• Common coaching and counseling mistakes</li> </ul>	<p>response.</p> <p><b>Output:</b> Employee Intervention Decision Map</p>
<p><b>10:00–10:15 AM</b></p>	<p><b>Morning Break</b></p>	
<p><b>10:15 AM–12:00 NN</b></p>	<p><b>MODULE 2: COACHING EMPLOYEES FOR PERFORMANCE AND DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Coaching as a continuous leadership responsibility</li> <li>• Preparing for a coaching conversation</li> <li>• Establishing rapport and a constructive conversation climate</li> <li>• Communicating specific performance or behavioral observations</li> <li>• Asking questions that promote reflection and ownership</li> <li>• Listening beyond the employee’s first response</li> <li>• Identifying causes of performance gaps</li> <li>• Helping employees generate realistic options and solutions</li> <li>• Agreeing on expectations, actions, support, and measures of success</li> <li>• Following through without micromanaging</li> </ul>	<p><b>Performance Coaching Laboratory</b></p> <p>Participants conduct structured coaching conversations based on realistic employee performance cases.</p> <p><b>Output:</b> R.E.S.U.L.T.S.™ Coaching Conversation Planner</p>



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	<p><b>The MSS R.E.S.U.L.T.S.™ Coaching Framework:</b></p> <ul style="list-style-type: none"> <li>• <b>R – Relate</b> and establish a constructive connection</li> <li>• <b>E – Express</b> the observed or perceived performance gap</li> <li>• <b>S – Self-Realization</b> through purposeful questions</li> <li>• <b>U – Understand</b> the causes of non-performance</li> <li>• <b>L – Lay</b> plans, alternatives, and agreed actions</li> <li>• <b>T – Tell, Show, Perform, and Review</b> the desired performance when needed</li> <li>• <b>S – State</b> expectations, support, and follow-through</li> </ul>	
<p><b>12:00 NN–1:00 PM</b></p>	<p><b>Lunch Break</b></p>	
<p><b>1:00–3:00 PM</b></p>	<p><b>MODULE 3: COUNSELING EMPLOYEES THROUGH WORKPLACE CONCERNS</b></p> <ul style="list-style-type: none"> <li>• Purpose and appropriate scope of workplace counseling</li> <li>• Recognizing concerns that may affect attendance, motivation, conduct, relationships, reliability, or performance</li> <li>• Creating a respectful and confidential conversation environment</li> <li>• Opening a counseling conversation without accusation or judgment</li> <li>• Active listening, empathy, clarification, and emotional awareness</li> <li>• Encouraging employees to explain situations and recognize their impact</li> <li>• Balancing employee support with standards and accountability</li> <li>• Handling denial, defensiveness, silence, blame, emotional reactions, and resistance</li> <li>• Agreeing on practical next steps and workplace expectations</li> <li>• Knowing the limits of the manager’s role</li> <li>• When to involve HR or refer an employee to qualified support</li> </ul>	<p><b>Workplace Counseling Conversation Practice</b></p> <p>Participants practice responding to generic cases involving attendance concerns, attitude changes, workplace relationships, declining motivation, or behavior affecting performance.</p> <p><b>Output:</b> Workplace Counseling Conversation Guide</p>

	<ul style="list-style-type: none"> <li>Ethical documentation, privacy, and confidentiality considerations</li> </ul>	
<b>3:00–3:15 PM</b>	<b>Afternoon Break</b>	
<b>3:15–5:00 PM</b>	<p><b>MODULE 4: HANDLING DIFFICULT CONVERSATIONS, AGREEMENTS, AND FOLLOW-THROUGH</b></p> <ul style="list-style-type: none"> <li>Preparing facts, examples, desired outcomes, and boundaries</li> <li>Conducting accountability conversations respectfully</li> <li>Addressing recurring performance or behavioral concerns</li> <li>Managing excuses, blame-shifting, defensiveness, and resistance</li> <li>Responding to emotional reactions without losing focus</li> <li>Communicating consequences appropriately without threatening</li> <li>Converting conversations into clear commitments</li> <li>Creating measurable action steps, timelines, and support plans</li> <li>Monitoring progress and scheduling follow-up conversations</li> <li>Recognizing improvement and reinforcing positive change</li> <li>Documenting coaching and counseling agreements</li> <li>Escalating unresolved concerns through proper organizational channels</li> </ul>	<p><b>Integrated Coaching and Counseling Case Clinic</b></p> <p>Participants diagnose an employee case, conduct the appropriate conversation, and prepare an action and follow-through plan.</p> <p><b>Final Outputs:</b></p> <ol style="list-style-type: none"> <li>Employee Conversation Action Plan</li> <li>Coaching or Counseling Agreement</li> <li>Personal Coaching and Counseling Improvement Commitment</li> </ol>

## TRAINING METHODS

- Interactive lecturattes and facilitated discussions
- Employee case analysis
- Coaching and counseling demonstrations
- Structured conversation practice
- Role plays and workplace simulations
- Questioning and active-listening exercises
- Peer observation and feedback

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- Facilitator coaching and guided debriefing
- Action planning and workplace application
- MSS EnterTRAINment-based learning activities

## KEY DESIGN STRENGTHS

- Distinguishes coaching, counseling, mentoring, feedback, corrective action, and referral
- Covers both performance improvement and employee-support conversations
- Uses the proprietary MSS R.E.S.U.L.T.S.™ Coaching Framework
- Focuses on observable behavior, evidence, fairness, and accountability
- Develops listening, questioning, empathy, feedback, and difficult-conversation skills
- Provides practical conversation guides rather than theory alone
- Applicable across industries, departments, and employee levels
- Helps leaders provide support without assuming the role of a therapist
- Includes documentation, follow-through, escalation, and professional boundaries
- Produces workplace-ready outputs participants can apply immediately

## WHO SHOULD ATTEND

This Coaching and Counseling Training Program is ideal for:

- Supervisors
- Team leaders
- Managers
- Department heads
- Business unit leaders
- HR practitioners
- Employee relations personnel
- Operations leaders
- Project managers
- New and experienced people managers
- Professionals responsible for employee performance, behavior, engagement, or development

## EXPECTED TRAINING OUTPUTS

At the end of the program, participants will produce:

1. **Employee Intervention Decision Map**  
A guide for determining whether a situation requires coaching, counseling, correction, escalation, or referral.
2. **R.E.S.U.L.T.S.™ Coaching Conversation Planner**  
A structured guide for conducting performance and development coaching conversations.



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### 3. **Workplace Counseling Conversation Guide**

A practical framework for discussing employee concerns respectfully and professionally.

### 4. **Coaching or Counseling Agreement**

A written summary of expectations, agreed actions, support, timelines, and follow-through.

### 5. **Personal Coaching and Counseling Improvement Commitment**

A practical action plan for strengthening the participant's people-management conversations.

## COACHING VERSUS COUNSELING EMPLOYEES

Coaching Employees	Counseling Employees
Focuses primarily on performance, skills, behavior, development, or goals	Focuses on concerns affecting behavior, motivation, attendance, relationships, or work performance
Helps employees improve capability and ownership	Helps employees understand concerns, consequences, choices, and possible actions
Uses observation, feedback, questions, practice, and action planning	Uses listening, empathy, clarification, support, boundaries, and agreed next steps
Usually future- and improvement-oriented	May involve current or underlying workplace concerns
Can be conducted regularly as part of leadership	Requires discretion, confidentiality, boundaries, and appropriate referral when necessary

## WHAT THIS PROGRAM DOES NOT DO

This workplace program does not train participants to diagnose or treat medical, psychological, or mental health conditions.

Workplace counseling under this program refers to a structured management or HR conversation intended to help an employee:

- Understand a work-related concern
- Recognize its effect on performance, behavior, or relationships
- Identify appropriate workplace actions
- Clarify expectations and available support
- Determine whether HR involvement or professional referral may be necessary

## WHY COACHING AND COUNSELING TRAINING MATTERS

Managers who avoid employee conversations allow small issues to become larger performance, behavioral, relationship, or engagement problems.

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By contrast, leaders who coach and counsel employees effectively can:

- Clarify expectations sooner
- Address concerns before they escalate
- Improve employee ownership
- Strengthen performance and capability
- Build healthier working relationships
- Support fairness and accountability
- Improve communication and trust
- Reinforce a culture of continuous development

This **Coaching and Counseling Training in the Philippines** helps organizations build leaders who can conduct meaningful employee conversations with structure, confidence, empathy, and accountability.

## COMMON COACHING AND COUNSELING TOPICS COVERED

This training program may include or be customized around:

- Coaching employees for performance
- Counseling employees in the workplace
- Coaching and counseling skills for supervisors
- Performance feedback conversations
- Employee development coaching
- Handling attendance and behavioral concerns
- Managing underperformance
- Motivating disengaged employees
- Active listening and powerful questioning
- Difficult employee conversations
- Workplace accountability
- Coaching documentation and follow-through
- Employee relations and professional boundaries
- Referral and escalation protocols

## RECOMMENDED FOLLOW-THROUGH PROGRAMS

- Performance Management Training
- Performance Coaching for Leaders
- Difficult Conversations Training
- Conflict Resolution and Workplace Mediation
- Employee Engagement and Motivation
- Supervisory Development Training
- Leadership and People Management
- Emotional Intelligence for Leaders
- Managing Accountability Without Creating Fear

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- Feedback and Communication Skills for Leaders

## FREQUENTLY ASKED QUESTIONS

### **What is Coaching and Counseling Training?**

Coaching and Counseling Training teaches supervisors, managers, team leaders, and HR practitioners how to conduct structured conversations that help employees improve performance, address concerns, strengthen accountability, and identify practical workplace actions.

### **What is the difference between coaching and counseling employees?**

Coaching generally focuses on improving skills, performance, behavior, problem-solving, or development. Workplace counseling focuses on concerns that may be affecting an employee's conduct, attendance, motivation, relationships, or work performance.

### **Who should attend Coaching and Counseling Training?**

This program is suitable for supervisors, team leaders, managers, department heads, HR practitioners, employee relations personnel, and anyone responsible for managing or developing employees.

### **Is this Counseling Training in the Philippines a mental health course?**

No. It focuses on workplace counseling conversations conducted within the appropriate responsibilities of managers and HR practitioners. It does not qualify participants to diagnose, treat, or provide clinical counseling for mental health conditions.

### **What employee concerns can be discussed during workplace counseling?**

Workplace counseling may address concerns related to declining performance, attendance, behavior, motivation, workplace relationships, reliability, communication, or other issues affecting work. Situations outside the manager's competence or authority should be referred through proper organizational channels.

### **Does this Coaching Employees Training include role plays?**

Yes. Participants practice coaching, counseling, feedback, accountability, and difficult conversations using realistic workplace cases.

### **Can the program be customized for our company?**

Yes. The training may be customized using the organization's performance management process, employee handbook, disciplinary procedures, coaching forms, documentation requirements, competency framework, leadership expectations, and common employee situations.

### **What are the expected outputs?**

Participants will create an Employee Intervention Decision Map, coaching conversation plan, counseling conversation guide, coaching or counseling agreement, and workplace application commitment.