SA Journal of Industrial Psychology
ISSN: (Online) 2071-0763, (Print) 0258-5200

A multilevel approach for workplace counselling in industrial psychology: A decade of progress

Author:
Lené I. Graupner[1]

Affiliation:
[1]School of Industrial Psychology and Human Resource Management, Faculty of Economic and Management Sciences, WorkWell Research Unit, North-West University, Potchefstroom, South Africa

Corresponding author:
Lené Graupner,
lene.jorgensen@nwu.ac.za

Dates:
Received: 01 Sept. 2025
Accepted: 21 Oct. 2025
Published: 26 Nov. 2025

How to cite this article:
Graupner, L.I. (2025). A multilevel approach for workplace counselling in industrial psychology: A decade of progress. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde, 51*(0), a2362. https://doi.org/10.4102/sajip.v51i0.2362

Orientation: Managing mental health in the workplace has gained considerable attention in the field of industrial and organisational psychology, particularly as an essential element to managing employee well-being in South Africa.

Research purpose: This study reviewed a decade of progress made in training industrial psychologists as workplace counsellors, as well as in identifying the best practices and future directions for addressing workplace mental health needs.

Motivation for the study: Despite its growing recognition, significant gaps remain in training practitioners to ensure their preparedness in managing mental health in the workplace.

Research approach/design and method: An integrative review was conducted on the author's workplace counselling project, spanning from 2014 to 2025. A total of $N = 23$ studies met the inclusion criteria. Study characteristics and key findings were grouped into three domains – counselling models, trauma management frameworks and counsellor training methods.

Main findings: Key findings showed progress in addressing training inadequacies, resulting in a revised edition of the framework for inspiring growth 2.0, which integrates mental health initiatives at individual, group and organisational intervention levels.

Practical/managerial implications: A comprehensive workplace counselling training initiative incorporating multilevel approaches might enhance industrial psychologists' competency and readiness in addressing workplace mental health challenges.

Contribution/value-add: This review provides insight into developments in workplace counselling, including a review of past research. These practices guide future training of industrial psychologists in counselling practices.

Keywords: mental health; workplace counselling; industrial psychology; trauma management; counselling training; organisational psychology; South Africa.

Introduction

Over the past decade, workplace counselling has emerged as a critical area within industrial and organisational psychology, particularly in addressing employee well-being and mental health challenges (Barkhuizen et al., 2014). When workplace counselling from an industrial psychology perspective was a particularly under-researched area in South Africa, the publication by Barkhuizen et al. (2014), together with the follow-up article, Barkhuizen et al. (2015), received over 5000 reads. The findings of these studies revealed that industrial psychologists felt largely under-equipped to provide counselling. Despite the momentum these articles generated, workplace counselling within industrial psychology in South Africa remains a developing issue. In addition, several publications have highlighted the importance of the industrial psychologist's role in workplace counselling (Du Plessis & Thomas, 2021; Graupner, 2021; Kock et al., 2025; Moralo & Graupner, 2022a; Van Lill & Van Lill, 2022). Furthermore, the coronavirus disease 2019 (COVID-19) pandemic shed light on the role of industrial psychologists as first responders to traumatic events and workplace crises (Moralo & Graupner, 2022b). However, despite this recognition, gaps remain in counsellors' training, preparedness and the practical application of counselling skills within the industrial psychology profession.

Therefore, this article aims to explore the progress made over the past decade in establishing workplace counselling as an essential role within industrial psychology for managing mental health in the workplace. This article provides reflections on current conversations and future directions related to workplace mental health preparedness. Finally, the article will present

a revised framework for addressing workplace mental health needs from an industrial psychology perspective.

Origins of workplace counselling in industrial psychology

The early development of counselling as a profession emerged in the United States during the late 19th and early 20th centuries, alongside the rise of social work and psychology (Gladding, 2013). Initially, the purpose of counselling was mainly driven by the adverse social and psychological effects of the Industrial Revolution, particularly among vulnerable populations (Gladding, 2013). The early 20th century marked a shift from theory to practice, with the introduction of the first formal counselling programme to address individual and societal concerns (Gladding, 2013). During this period, the foundations of modern mental health counselling were established, and by the early 1990s, the term 'workplace counselling' had entered common professional and academic use (Gladding, 2013). The term was regularly featured in articles in *Employee Counselling Today*, and the British Association for Counselling issued organisational guidelines that formalised the practice (Carroll, 1996). In the mid-1990s, workplace counselling was largely equated with employer-sponsored, on-site services delivered through Employee Assistance Programmes (EAPs) (Carroll, 1996; McLeod, 2010). One of the first official definitions of workplace counselling was provided by the Institute of Personnel Management as 'any workplace activity in which a trained practitioner helps an individual assume responsibility for work-related or personal decisions' (Carroll, 1996, p. 102). Carroll (1996) also emphasised that organisational sponsorship is integral to workplace counselling, creating a three-party relationship among employer, employee and counsellor.

Current discourse favours the term 'mental health at work', which encompasses workplace counselling and related interventions. In South Africa, industrial and organisational psychologists are mandated to deliver these interventions, addressing stress, emotional conflict and maladjustment in the workplace (Bergh, 2021; Health Professions Council of South Africa [HPCSA], 2019; Kock et al., 2025). Industrial psychologists work collaboratively with management, human resources and health departments to implement interventions to create a healthy workplace culture and support organisational change (Bergh, 2021). Specific reference to the therapeutic intervention knowledge of industrial psychologists is included in the *Minimum Standards for the Training of Industrial Psychologists* (HPCSA, 2019, pp. 4–5): [*Industrial psychologists*] should have knowledge of the theory and practice of more than three evidence-based models of psychological therapy. Students need to acquire the ability to identify and implement interventions to identify, understand and promote various aspects of psychological well-being and resilience, including the ability to provide short-term counselling as part of individual and systemic interventions such as post-trauma counselling, crisis counselling, and job stress-related counselling.

Furthermore, the HPCSA indicates that industrial psychologists should collaborate with other healthcare professionals to implement psychological services and interventions that promote career and work-related adjustment, as well as psychological well-being and resilience (HPCSA, 2019). However, despite this clear mandate, various studies have found that industrial psychologists consider themselves under-equipped and, as a result, are hesitant to provide these services (Du Plessis & Thomas, 2021; Graupner, 2021; Moralo, 2021; Van Lill & Van Lill, 2022). In addition, industrial psychologists face unique challenges, including role confusion between industrial psychology and human resource (HR) functions, misalignment between actual and desired work activities, and identity tensions between managerial and specialist roles (Nieman, 2019; Society for Industrial and Organisational Psychology in South Africa [SIOPSA], 2024; Van Zyl et al., 2020).

To address this uncertainty, several noticeable initiatives have been established over the past decade to ensure that industrial psychologists are better equipped and gain more confidence in managing mental health in organisations (Kock et al., 2025). Notably, during the COVID-19 pandemic, efforts were made by professional bodies, such as the SIOPSA, to equip and support industrial psychologists as workplace counsellors. These training sessions, in the form of virtual webinars, focused on workplace mental health management, trauma and crisis response and preparing industrial psychologists to act as frontline support professionals (Graupner & Watson, 2020; Neal, 2020). More recently, the establishment of the Mental-Health-at-Work interest group from SIOPSA reflects the ongoing need to better train practitioners to provide mental health management services in the workplace (SIOPSA, 2024).

Present developments in workplace counselling

Over the past decade, global shifts have underscored the importance of mental health at work, particularly its impact on employee productivity, job satisfaction and overall organisational well-being (Chang, 2024; World Health Organization [WHO], 2022). The COVID-19 pandemic has further highlighted the impact of mental health at work, demonstrating the critical role of the organisational environment in supporting recovery from work-related trauma (Hill, 2022; Moralo & Graupner, 2022b). In addition, the growth of remote work has changed the workplace and allowed new possibilities for employees and employers as digital nomads to work from anywhere in the world (Roodt, 2025). While some fear the displacement of human workers, artificial intelligence (AI) and automation have created new job opportunities and increased efficiency (Lim, 2023). Therefore, a concerted effort is needed to develop specialised, context-sensitive counselling competencies among industrial

psychologists to address hybrid work, digital stressors and evolving organisational demands. Thus, since the first study in 2014, the author has undertaken various research projects and initiatives to explore counselling models tailored to the industrial psychology profession, with a particular focus on managing mental health in the workplace. The findings are reported in the Results section of this article.

Research design

An integrative review was used to synthesise a decade (2014–2025) of research authored by the primary researcher and their graduate students. An integrative review is appropriate when the evidence base includes diverse empirical approaches, as it allows qualitative, quantitative and mixed-method studies to be synthesised into a comprehensive understanding (Soares et al., 2014). The strengths of an integrative review include the capacity to analyse literature and evaluate the quality of the material, identify research gaps and develop theoretical frameworks (Soares et al., 2014).

Firstly, the review focused on studies conducted as part of the author's research project on 'Workplace Counselling', in which the author participated as a supervisor, co-author or formal collaborator between January 2014 and April 2025. Relevant literature was collected through two principal channels: (1) the author's personal project database and (2) searches of major scholarly platforms, including Boloka (North-West University Institutional Repository), PsycInfo, PubMed, Google Scholar, SA ePublications, ProQuest Dissertations & Theses Global, SABINET and EBSCO. A total of 31 outputs were retrieved. After duplicate removal and screening against the inclusion criteria, 19 primary studies ($N = 19$) were retained from the author's database: 7 master's theses, 1 doctoral thesis, and 11 publications.

Secondly, a search of studies from other authors was identified through searches of the same scholarly platforms mentioned earlier. From this search, five studies were obtained. After duplicate removal and screening against the inclusion criteria, four ($N = 4$) studies were included: one master's thesis and three publications. These studies' objectives, methods, theoretical orientation and main findings are summarised in Table 1.

Inclusion and exclusion criteria

Inclusion criteria included the following:

- Studies published between 2014 and 2025, ensuring the data reflect current developments
- Empirical research focused on the search terms: *workplace counselling* OR *mental health at work*; *industrial psychology* OR *industrial psychologists*; *training* OR *development*
- Articles written in English and relating to studies conducted in South Africa
- Studies published in academic journals, master's and PhD dissertations, scientific books and conference proceedings.

Exclusion criteria included the following:

- Studies published before 2014, to maintain a focus on the past decade (2014–2025).
- Research not specifically addressing the search terms, or studies focused primarily on general or clinical psychology.
- Publications in languages other than English, as well as international (non-South African) studies.
- Non-scholarly sources, such as magazines, blogs and newspaper articles, to maintain academic rigour.
- Duplicate studies were screened, with only the most comprehensive version retained.

Data analysis

The author used a Microsoft Excel sheet to document the authorship, year, research purpose, design, sample characteristics, counselling model or framework investigated, analytic procedures and key findings of each study. In this review, no secondary data analysis was undertaken. Instead, key findings from the identified studies were extracted in summary form and organised into three predetermined focus areas of the existing project:

- *Counselling approaches for industrial psychologists*: studies that explore which counselling approaches are most appropriate for the counselling role of industrial psychologists.
- *Trauma management in the workplace*: research examining models and interventions required for industrial psychologists to assist organisations and employees in preparing for and recovering from critical incidents.
- *Training methods for workplace counselling*: investigations into strategies and curricula designed to develop industrial psychologists' competence in workplace counselling.

This approach reflects a deductive categorisation strategy, in which existing evidence is grouped into conceptually defined domains rather than subjected to inductive coding or thematic analysis (Azungah, 2018; Mayring, 2022). The intent was to provide a structured, descriptive account of the current state of knowledge rather than to re-analyse primary findings.

Ethical considerations

All primary studies had prior institutional ethics approval. The present synthesis utilised only publicly available data and the review protocol was registered with the Economic and Management Sciences Research Ethics Committee (NWU 00653-25-A4). Furthermore, this review followed Lincoln and Guba's (1985) criteria for trustworthiness. Credibility was enhanced through method triangulation, which combined studies using quantitative surveys, qualitative interviews and programme evaluations, as well as member checks with study authors where clarification was required. Transferability was enhanced by providing rich descriptions of South African organisational settings.

TABLE 1: Key findings from the workplace counselling studies conducted over the past 10 years (N = 19).

No.	Author and topic	Objectives and approach	Focus area	Key findings
1	Exploring workplace counselling preparedness of the industrial psychologist (Barkhuizen et al. 2014)	*Objective:* Determine if industrial psychologists are effectively prepared as counsellors. *Approach:* Industrial psychology practitioners (n = 22); qualitative descriptive research design.	Workplace counselling preparedness	Confidence as a counsellor was lacking, with a need for formal counselling training.
2	Exploring the counselling training of the industrial psychologist (Barkhuizen et al. 2015)	*Objective:* Reviewing the effectiveness of counselling training for industrial psychologists as counsellors. *Approach:* Industrial psychology practitioners (n = 22); qualitative descriptive research design.	Counselling training	Industrial psychology students need improved training for workplace counselling situations, including instruction in emotional intelligence and counselling training.
3	Trauma counselling training programme (Coetzee 2015)	*Objective:* Recommend training approaches for industrial psychologists in trauma counselling. *Approach:* Multi-disciplinary counsellors (n = 12); interpretivism, qualitative inquiry approach.	Trauma counselling	Training delivered increased self-confidence, self-awareness and self-insight, gained insight and understanding of clients' experience of trauma and trauma recovery.
4	Exploring psychological trauma management (Maritz 2015)	*Objective*: Understanding psychological trauma in the workplace. *Approach*: Paramedics (n = 30); qualitative descriptive research design.	Trauma management	Emphasised the value of the group debriefings and (face-to-face) counselling services.
5	Investigating the validity and reliability of the (RPWB Henn et al. 2016)	*Objective*: Investigating the factor structure of the RPWB. *Approach*: Employees (n = 202) and students (n = 226); cross-sectional field survey design.	PGI	Provided a valid and reliable instrument for measuring psychological well-being, which is essential when training workplace counsellors.
6	Personal Growth Initiative among IOP students (De Jager-van Straaten et al. 2016)	*Objective*: Recommend PGI training methods for industrial psychologists. *Approach*: Industrial psychology students (n = 568); cross-sectional survey design.	PGI and self-directed change	High PGI prevalence predicts readiness of IOP students for counselling roles; PGI is linked to optimal functioning and well-being.
7	Exploring psychological trauma management for managers (Nel 2016)	*Objective*: Understanding the psychological trauma experienced by managers. *Approach*: Paramedics (n = 11); qualitative descriptive research design.	Trauma management	Understanding the psychological trauma symptoms that managers experience during traumatic incidents.
8	Solution-focused Counselling programme (Kriel 2016)	*Objective*: Exploring solution-focused brief therapy for workplace counselling. *Approach*: Industrial psychology practitioners (n = 13); qualitative descriptive research design.	Solution-focused brief therapy	The model emphasises the counselling role of the industrial psychologist. IOPs rated SFBT structure, miracle and scaling questions as easy to use; advised blending with other approaches for complex cases.
9	Encounter-group counsellor training (Jorgensen 2016)	*Objective*: Encounter group counsellor training with industrial psychology students. *Approach*: Industrial psychology master's students (n = 48); interpretivism qualitative inquiry approach.	Rogerian encounter-group method	The method appears effective for training IOP students as counsellors. IOPs showed gains in immediacy, authentic feedback and tolerance for affect (no relapse at 3-week follow-up).
10	A counselling framework to train IOP practitioners as workplace counsellors (Jorgensen 2017)	*Objective*: Developing a counselling framework for workplace counselling. *Approach*: Literature review presented in the inaugural lecture.	Workplace counselling framework	Development of a four-phased counselling framework for industrial psychology practitioners as workplace counsellors.
11	Character-strength training and group work (Landers 2018)	*Objective*: Exploring and developing character strengths among industrial psychology students towards understanding group dynamics. *Approach*: Industrial psychology master's students (n = 25); qualitative descriptive research design.	Positive psychology and group dynamics	Two-day programme improved cohesion, motivation and self-reflection in groups; timing during group 'norming' phase advocated. Increased self-awareness positively influenced perception of group work, improved openness towards other's experiences, skills and abilities.
12	Inspiring Growth counselling framework (Jorgensen-Graupner and Van Zyl 2019)	*Objective*: Developing a counselling framework for industrial psychology practitioners. *Approach*: Literature review.	Four-phased workplace counselling framework	Refinement of a counselling framework for industrial psychology practitioners. Clarifies a four-phase process, emphasises assessment, brief intervention, referral, and evaluation.
13	Psychological-Trauma-Management (Jonker 2019)	*Objective*: Gain insight into the experiences of psychological trauma management programmes from high-risk occupations from the perspective of the helping professions. *Approach*: Helping professions practitioners (n = 30). Explorative and descriptive qualitative research design.	Psychological-Trauma-Management framework	Recommends pre-crisis resilience training, on-site acute support and stepped referral; CISD alone is insufficient.
14	Integrated trauma management framework (Jonker et al. 2020)	*Objective*: Develop an integrated framework for work-related trauma. *Approach*: Helping professions practitioners (n = 30). Explorative and descriptive qualitative research design.	Psychological-Trauma-Management framework	Links the crisis phases linked to the three levels of interventions for high-risk occupations.
15	Explores the need for workplace counselling in the new world of work (Moralo 2021)	*Objective*: Exploring the industrial psychologists' insights into workplace counselling in the changing world of work. *Approach*: Industrial psychology practitioners (n = 22); qualitative descriptive research design.	4IR change-stress and counsellor role theory	IOPs use short-term counselling, coaching and ethics advice to ease tech-driven anxiety; agility and proactive support are recommended. IOPs assume different roles in the changing world of work.

Table 1 continues on the next page →

TABLE 1 (Continues...): Key findings from the workplace counselling studies conducted over the past 10 years (*N* = 19).

No.	Author and topic	Objectives and approach	Focus area	Key findings
16	Exploring the use of FIG as a coaching model (De Bruin and Graupner 2024)	*Objective*: Exploring the applications of the FIG model in a coaching context from an industrial psychology perspective. *Approach*: Industrial psychology practitioners (*n* = 17); qualitative descriptive research design.	Applications of FIG model	Training brought confidence in coaching psychology theories and the role of self-awareness. Need for further development in skills, such as when to coach and when to counsel.
17	Life Design Counselling (Graupner and Kriek 2023)	*Objective*: *Exploring* Life Design Counselling (LDC) intervention for IOP practitioners. *Approach*: Industrial psychology practitioners (*n* = 22); qualitative descriptive research design.	Career-construction and narrative identity	One-day LDC workshop widened practitioners' skillset for modern career issues; participants requested blended with other brief methods.
18	Emotional Intelligence (EQ) training for industrial psychology counsellors (Hayes 2024)	*Objective*: Exploring emotional intelligence (EQ) training to equip industrial psychology practitioners as workplace counsellors. *Approach*: Industrial psychology practitioners (*n* = 21); qualitative descriptive research strategy.	Ability-EI and EQ competency clusters	Training sharpened self-awareness, empathy and conflict management; EQ pillars deemed foundational for safe counselling climates. Key EQ principles and competencies important for training in workplace counselling, self-regulation and social awareness.
19	The value proposition of industrial psychology in managing mental health in the workplace (Moralo and Graupner 2025)	*Objective*: Exploring a training curriculum to equip industrial psychology practitioners in managing mental health. *Approach*: Industrial psychology practitioners (*n* = 40); qualitative descriptive research strategy.	Training curriculum for managing mental health in the workplace	The role of industrial psychology in managing mental health through counselling, policy development and employee well-being initiatives is highlighted. The role of industrial psychologists as first responders and their strategic roles in managing mental health and supporting management.
Other studies on workplace counselling or mental health at work conducted over the past 10 years (*N* = 4).				
1	Exploring how industrial psychologists counsel employees towards flourishing (Brown 2019)	*Objective*: Exploring counselling towards flourising, skills needed and exposure to counselling. *Approach*: IOP practitioners (*n* = 12); qualitative descriptive research strategy.	Positive psychology; Mental health framework Keyes (2002)	Industrial psychologists support performance, feedback, guidance, growth, problem-solving and facilitation. Practitioners require strong counselling skills, with clear distinctions from coaching. Key needs include practical experience, active listening, formal training, self-awareness and confidentiality.
2	Distinctive mental health profiles for industrial psychologists (Van Zyl et al. 2020)	*Objective*: Identify distinctive mental health profiles for industrial psychologists based on the Mental Health Continuum. *Approach*: IOP practitioners (*n* = 274); cross-sectional survey design.	Mental health framework Keyes (2002)	The study identified distinctive mental health profiles for industrial psychologists, with implications for professional identity and work–role fit.
3	Exploring the counselling preparedness and responsiveness of industrial psychologists (Du Plessis and Thomas 2021)	*Objective*: Determine how prepared industrial psychologists are to provide counselling. *Approach*: IOP practitioners (*n* = 22); qualitative descriptive research strategy.	Workplace counselling preparedness	The findings revealed a systemic skills and support gap spanning pre-service training, CPD and supervision and organisational infrastructure.
4	Exploring an acceptance and commitment therapy model for industrial psychologists (Van Lill and Van Lill 2022)	*Objective*: Explore current literature on industrial psychologists as counsellors, with a focus on acceptance and commitment therapy (ACT). *Approach*: Systematic literature review (*n* = 25) publications.	Workplace counselling preparedness; ACT model	The ACT for Work Well-being Model provides systematic steps for industrial psychologists to use in brief work-based counselling.

Note: Please see the full reference list of this article: Graupner, L.I. (2025). A multilevel approach for workplace counselling in industrial psychology: A decade of progress. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde, 51*(0), a2362. https://doi.org/10.4102/sajip.v51i0.2362, for more information.

FIG, framework for inspiring growth; 4IR, Fourth industrial revolution; ACT, acceptance and commitment therapy; LDC, life design counselling; RPWB, Ryff scales of psychological well-being; PGI, personal growth initiative; CISD, critical incident stress management debriefing; EQ, emotional intelligence; CPD, continuous professional development; IOP, industrial psychology; PGI, personal growth initiative; SFBT, solution-focused brief therapy; CBT, cognitive behavioural therapy.

Dependability and confirmability were addressed through the duplicate screening, a detailed audit trail and the external peer audit described earlier. The lead author's central involvement in many of the included projects is acknowledged as a potential source of vested interest in advancing industrial psychology-related workplace counselling. To mitigate this bias, an independent senior scholar reviewed the reflections and interpretations of the findings.

Results

Key findings from workplace counselling studies

Key findings from the authors' studies conducted over the past decade provide insight into the role of industrial psychologists in workplace counselling, including the approaches, methods and skills involved. Table 1 presents the results of these research projects.

Discussion

The results from the data collected were organised into three predetermined focus areas (based on the Minimum Standards for the Training of Industrial Psychologists (HPCSA, 2019, pp. 4-5): counselling foundations (theory, knowledge, principles, skills and models), trauma management in the workplace and training strategies designed to develop industrial psychologists' competence in workplace counselling.

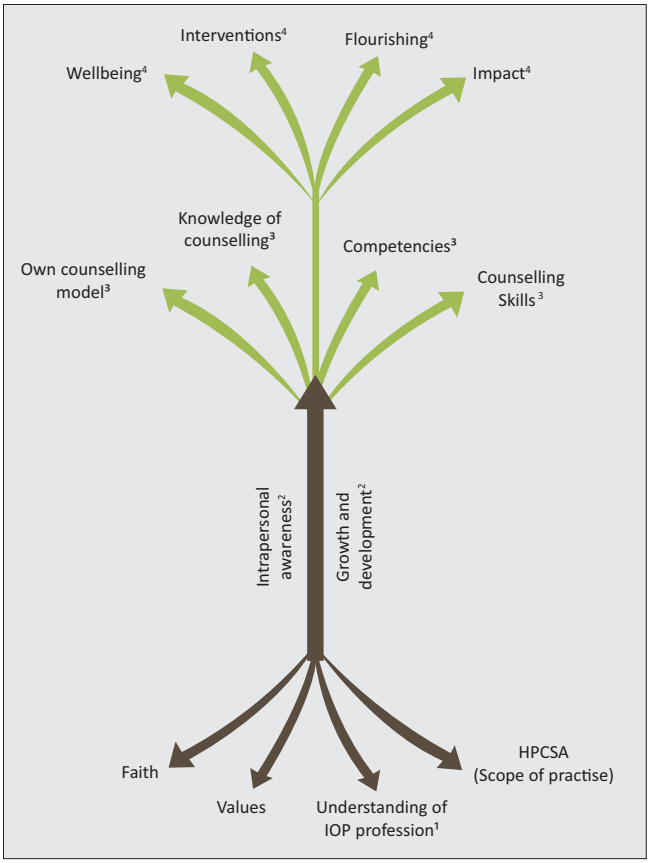
Counselling approaches for industrial psychologists

Several studies centred around how industrial psychologists perceived their role in workplace counselling and which counselling models were most appropriate for the role (Barkhuizen et al., 2015; Graupner & Kriek, 2023; Hayes, 2024; Jorgensen, 2017; Jorgensen-Graupner & Van Zyl, 2019; Kriel, 2016; Moralo, 2021; Moralo & Graupner, 2025; Van Lill & Van Lill, 2022). The study on the effectiveness of solution-focused brief therapy for industrial psychologists showed a future-oriented, strengths-based script that integrates smoothly with other models (Kriel, 2016). The industrial psychology participants reported considering brief solution-focused therapy (SFBT) as a suitable model for workplace counselling. The study reported that industrial psychology practitioners could enhance their workplace counselling effectiveness by applying this approach in informal conversations as well. The participants reported that SFBT should be considered as a training method for the master's curriculum in industrial psychology.

Graupner and Kriek's (2023) study examined life design counselling (LDC) as a career counselling intervention. Interestingly, findings reflected participants' caution in applying the LDC approach, as they reported a lack of self-confidence in their counselling skills (Graupner & Kriek, 2023). At a secondary level, these findings confirm the need for intensive training in counselling skills for industrial psychologists (Barkhuizen et al., 2014). Corroborating these findings, a study by De Bruin and Graupner (2024) reported that participants expressed a need for further development in emotional competence, theoretical and technological knowledge, and practice management skills. Conversely, a study by Moralo (2021) found that participants expressed greater readiness to provide workplace counselling in support of employees, particularly to clients dealing with burnout, stress, traumatic incidents and challenges related to work adjustment (Moralo, 2021).

A key contribution to workplace counselling over the past decade has been the development and refinement of a structured counselling training framework for industrial psychology students. Introduced during the author's inaugural lecture (Jorgensen, 2017), the model was designed to guide the professional and personal development of students preparing for workplace counselling roles. The original model was symbolised by a tree growth cycle, comprising four developmental stages (Figure 1). Published as the framework for inspiring growth (FIG) (Jorgensen-Graupner & Van Zyl, 2019), the model reflects the training and development of workplace counsellors. Each stage is named after a segment of a tree: Rooting, Growing, Branching and Thriving.

De Bruin and Graupner (2024) explored the usefulness of the FIG in coaching scenarios. The study's findings indicated that participants gained self-assurance after the training, reporting



Source: Graupner, L. (2017). Cultivating workplace counsellors: Appreciating the journey [Inaugural lecture]. Retrieved from https://www.researchgate.net/publication/393703682_Cultivating_Workplace_Counsellors_Appreciating_the_Journey_Inaugural_lecture?_tp=eyJjb250ZXh0Ijp7InBhZ2UiOiJtZXNzYWdlcyIsInByZXZpb3VzUGFnZSI6Im1lc3NhZ2VzIn19

HPCSA, Health Professions Council of South Africa; IOP, industrial psychology.

¹, Rooting; ², Growing; ³, Branching; ⁴, Thriving.

FIGURE 1: Workplace counselling training model.

greater confidence in coaching psychology theories and in the role of self-awareness in shaping their coaching methods. Similar to our previous findings in the studies on workplace counselling roles, participants indicated the need for further development in theoretical and technological knowledge, as well as differentiating between coaching and counselling roles (De Bruin & Graupner, 2024). Furthermore, Van Zyl et al. (2020) found that role confusion and mismatch, particularly between industrial psychology and human resource tasks, contributed to languishing mental health among industrial psychology participants. They recommended that industrial psychologists engage in specialised roles aligned with their strengths to promote meaningful job–role fit and engagement.

Following the recommendations made by Barkhuizen et al. (2014) and Du Plessis and Thomas (2021), which emphasised the need to equip industrial psychology practitioners with emotional intelligence skills, Hayes (2024) focused on training in emotional intelligence. The study found that the participants felt better equipped to manage clients' difficult emotions after EQ training, and they reported incorporating EQ principles into their counselling approach by being more intentional in recognising and addressing emotional cues (Hayes, 2024).

Moralo and Graupner (2025) reported that participants viewed their role in managing workplace mental health as centred on creating access and support structures. Participants indicated the need for a multilevel approach to ensure that mental health is addressed on individual, group and organisational levels. Notably, in recent years, the perceptions of industrial psychology practitioners regarding the provision of workplace counselling support have shifted (Moralo, 2021). Furthermore, there is a growing global focus on managing mental health at work (Akiyama, 2024). This awareness is highlighted by the 2024 theme from the World Federation for Mental Health, *It is time to prioritise mental health in the workplace*, reflecting the critical need to prioritise mental well-being in organisational policies (Akiyama, 2024).

Findings from the first focus area suggest that several key components should be considered in the training of industrial psychology practitioners. These include the following:

- *Model–practice fit*: Several counselling models are well-suited for use in industrial psychology practice, particularly CBT, SFBT and acceptance and commitment therapy (ACT), which align effectively with workplace contexts. A person-centred approach and micro-skills could also integrate well in the training of industrial psychologists as workplace counsellors.
- *Structured preparation*: The FIG model offers a coherent pathway for training, incorporating professional identity, ethics, theory and practitioner well-being.
- *Skills development*: Ongoing needs include micro-skills, emotional competence or EQ, theoretical and technological literacy, supervised practice and practice management.
- *Confidence and role clarity*: Training should focus on enhancing confidence and addressing role ambiguity.
- *Systemic stance*: Training should extend beyond one-to-one counselling to include multilevel strategies for workplace mental health.

Trauma management in the workplace

Given the need for specialised support for employees facing a crisis or exposed to a traumatic incident, crisis and trauma management were identified as a distinct focus area. In an exploratory study conducted by Maritz (2015), paramedic participants reported that they primarily utilised counselling sessions when making use of trauma management interventions. However, they expressed concern about the availability of these interventions when needed. Similar results were found in a study conducted among strike managers (Nel, 2016). The findings indicate an urgent need for interventions to support managers in addressing the emotional and psychological toll of high-stress incidents, such as strikes.

In a study conducted among multidisciplinary counsellors, Coetzee (2015) reviewed the experiences of participants who attended a trauma management training programme. The intervention model was an adapted version of the Mitchell Critical Incident Stress Management (CISM) model (Watson et al., 2013). The results indicated that the training was effective in increasing self-awareness and self-insight, suggestive of stimulation of the self-actualising tendency. After the training, participants reported feeling confident to approach clients who had experienced trauma and demonstrated knowledge of how to conduct a trauma debriefing session. In addition, Jonker (2019) found that high-trauma risk sectors require primary-, secondary- and tertiary-level interventions, combined with clear referral routes. The study found that participants preferred multiple face-to-face counselling sessions, suggesting that single-session interventions and telephonic counselling were less favourable. In addition, Jonker (2019) recommended employing psychological first aid principles rather than psychological debriefing, in alignment with current international guidelines.

Jonker's (2019) study highlighted that effective psychological trauma management requires a comprehensive, multilevel intervention framework, focusing on proactive (pre-crisis), acute and post-crisis support. Subsequently, Jonker et al. (2020) developed a conceptual three-level framework to illustrate such a multilevel holistic approach. In this framework, three levels of prevention are aligned with psychological trauma phases: primary (pre-crisis), secondary (acute) and tertiary (post-crisis).

Findings from the second focus area indicate that recommended components of trauma management interventions for training industrial psychology practitioners should include the following:

- Foundational knowledge of trauma and crisis management in the workplace

- Multilevel trauma intervention frameworks
- Practical counselling skills

Training methods for workplace counselling

In the third focus area, specific methods for training workplace counselling were explored. In a study conducted by Landers (2018), the impact of a character-strength training programme on group work experiences among postgraduate industrial psychology students was investigated. Participants in the study recognised the value of continuously developing and practising these strengths for both personal and professional growth (Landers, 2018). The strengths-based training led to increased self-awareness, introspection and objective self-assessment of abilities among participants. They reported heightened awareness of their strengths, which in turn enhanced their self-confidence. Participants also demonstrated a greater ability to encourage and assist others in recognising and utilising their strengths – a critical skill for workplace counsellors. Therefore, adopting a strengths-focused lens in counsellor training enhances practitioners' self-awareness and confidence, while strengths-based group exercises equip them to recognise and develop the strengths of others. In the context of workplace counselling training, a strengths-based approach would improve counsellors' self-awareness and confidence, while equipping them to identify and mobilise employees' strengths during group interventions.

Jorgensen (2016) conducted a study among master's students in industrial psychology to enhance intra- and inter-personal awareness through encounter group training. Participants reported increased self-acceptance, self-confidence and genuine self-expression during the working and termination phases of the group process. Self-disclosure and the sharing of personal experiences fostered greater self-understanding and empathy towards others, which are essential skills for workplace counsellors. These findings support the notion that encounter group training is a valuable component of emerging professional preparation for industrial psychologists, particularly in developing counselling competencies. Participants also became more attentive to group processes and more aware of their own and others' intra- and inter-personal functioning, aligning with the competencies required for workplace counselling. In addition, encounter group protocols can be integrated into curriculum design for industrial psychology master's programmes to enhance readiness for workplace counselling roles. Facilitators require skills in managing group dynamics, providing growth-promoting feedback and supporting participants through the various phases of group development. Jorgensen's (2016) study demonstrated that encounter group training is a promising experiential approach for developing intra- and inter-personal awareness of industrial psychologists.

In a study by Henn et al. (2016), an initial analysis of the factor structure of the Ryff Scales of Psychological Well-Being (RPWB) was conducted. The RPWB was used to examine its efficacy in training industrial psychology practitioners to develop intra- and inter-personal awareness. However, the findings indicated that the original factor structure could not be reliably replicated, raising concerns about its structural validity. Given these limitations, the RPWB was ultimately excluded from formal training curricula. Furthermore, De Jager-van Straaten et al. (2016) found that the use of the Personal Growth Initiative (PGI) Scale in training industrial psychology students significantly enhanced their preparedness for counselling roles. Personal Growth Initiative development supports intrapersonal awareness, self-actualisation and goal-directed behaviour, all of which are foundational to effective counselling practice. The study further recommended integrating PGI development into training curricula and monitoring its progression to better prepare students for their professional responsibilities, particularly in client-facing roles. Similarly, Jorgensen-Graupner and Van Zyl (2019) recommended that self-awareness training techniques should be included in counsellor training programmes. Van Zyl et al. (2020) also recommended that individual psychology training and development programmes should focus on enhancing meaningful work–role fit, work engagement, emotional regulation and self-management skills.

This section highlights the importance of training and development approaches for cultivating effective counsellor skills, including:

- *Strengths-based training*: Improving counsellors' self-awareness and confidence
- *Experiential learning*: Developing PGI through experiential learning methods

Future directions

Several international studies have reported on the development of interventions for workplace counselling. La Montagne et al. (2014) introduced the Integrated Intervention Approach (IIA), which promotes an integrated paradigm that spans the entire mental health continuum. This approach is defined, firstly, by primary-prevention interventions that target structural determinants of distress, such as excessive demands or unsafe physical environments, with the aim of eliminating job stressors before harm arises. Secondly, health-promotion interventions draw on positive psychology and organisational development traditions to cultivate protective resources (e.g. autonomy and meaning) and to amplify individual and collective strengths. Finally, secondary and tertiary interventions focus on workers already experiencing psychological difficulties, providing treatment and referral where necessary.

According to Elder et al. (2018), research indicates that workplace counselling is effective in addressing the effects of workplace stress. Moreover, workplace counsellors can influence organisations and promote changes that create healthier work environments. Building on this, Deady et al. (2024) developed

a three-pillar framework for effectively addressing workplace mental health interventions. They identified a broad spectrum of psychosocial hazards, including excessive workloads, role ambiguity and conflict, as well as high-risk exposures (e.g. trauma). The three-pillar framework – Protect, Promote and Respond – provides a structured approach to addressing these hazards. Protect refers to primary prevention through a systematic risk assessment, hazard management and occupational health and safety compliance. Promote focuses on building employee strengths, engagement and flourishing through positive work design and supportive policies and culture. Respond emphasises early distress detection, facilitated clinical care, workplace adjustments and return-to-work support. This framework also spans four intervention strata: (1) organisational policy and systems, (2) team operations, (3) job design/redesign and (4) individual-level programmes (e.g. CBT, mindfulness, resilience training). Interestingly, a British study by Fleming (2024) found that stand-alone individual interventions may not significantly improve well-being. Deady et al. (2024) suggest that this gap can be closed when individual therapies are embedded within broader structural and cultural changes. Employers' statutory duties to identify psychosocial risks and to provide safe, accommodating work environments further underscore this integrated mandate (Deady et al., 2024).

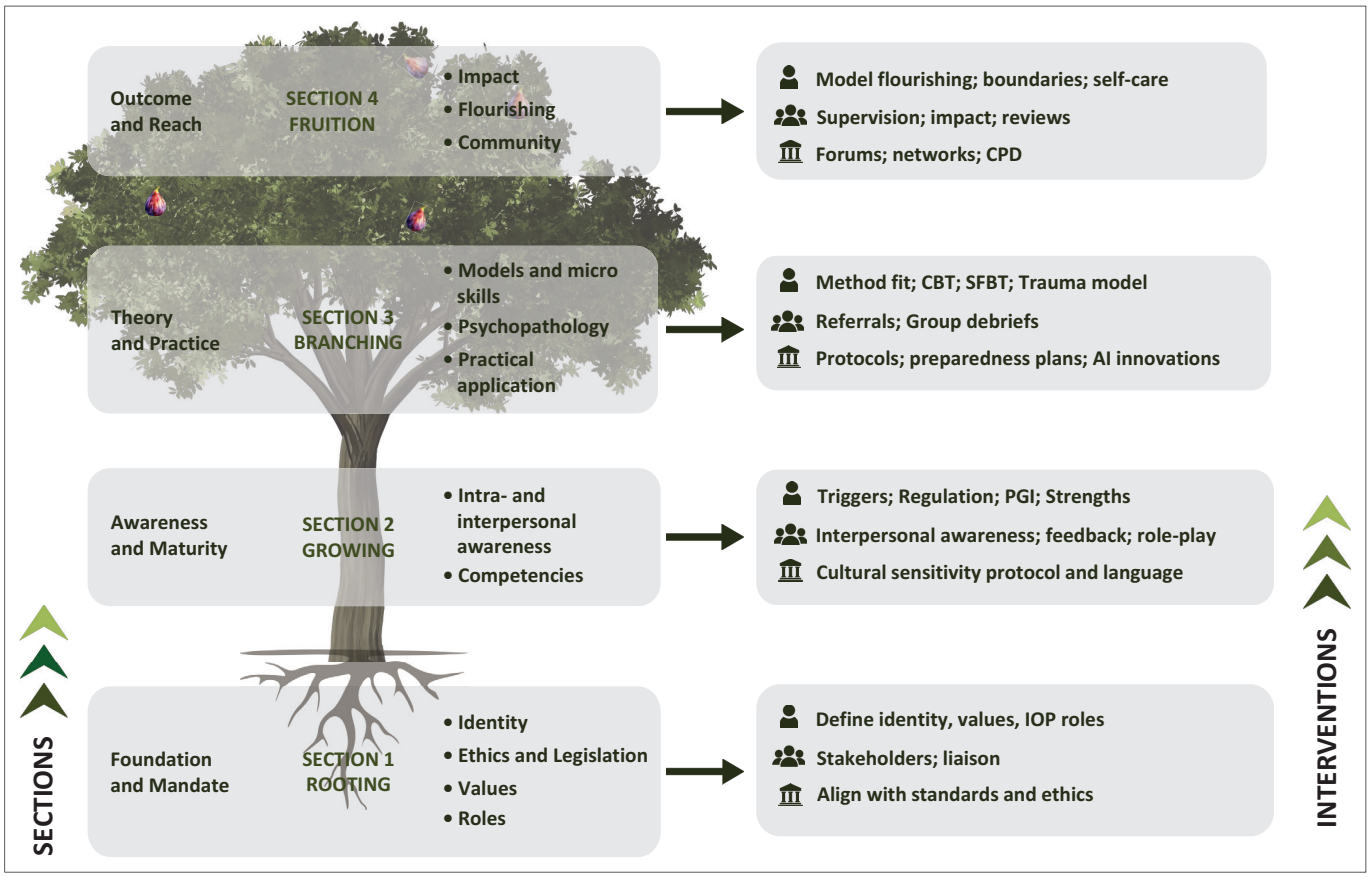
Looking back three decades, Carroll (1996) forecasted five forces shaping counselling in the workplace: psychodynamic, humanistic, cognitive-behavioural, multicultural, and an emerging 'contextual' force that recognises the impact of environmental and situational factors, such as the workplace. Today, the contextual force has expanded to encompass digital platforms, remote therapy and agentic AI-enabled diagnostics and interventions. According to Oosthuizen (2022), preparing for a future shaped by AI and automation requires adaptability, lifelong learning, and proactively pursuing opportunities where human capabilities complement technology. Obiorah et al. (2025) highlighted the need for industrial psychology to integrate responsible AI integration and prioritise well-being programmes. In mental health, agentic AI is particularly noteworthy, as it combines generative intelligence with autonomous execution, raising new concerns. According to Banga (2025), agentic AI combines the generative capabilities of modern AI with autonomous, targeted action. Unlike traditional rule-based systems, agentic AI employs intelligent agents that can reason, coordinate and execute tasks in real time, often using large language models (LLMs) to integrate multiple specialised tools and data sources with minimal human intervention (Banga, 2025). The use of agentic AI in mental health demonstrates potential in early detection of mental health disorders, personalised therapeutic recommendations and accessibility to conversational companions (Dober, 2025). However, the potential risk of inappropriate responses in crises, emotional dependence on AI systems and limited contextual sensitivity highlight the need for ethical safeguards (Dober, 2025). Recently, two complementary AI-driven initiatives aimed at expanding and improving mental healthcare worldwide were introduced (Bell, 2025). The first is a practical field guide that provides mental health organisations with step-by-step advice on responsibly adopting AI to scale evidence-based interventions. The second is a multi-year research partnership funding project to develop precision diagnostics and explore novel AI-powered treatments (including potential new medications) for anxiety, depression and psychosis (Bell, 2025). However, realising the potential of agentic AI in mental health will require innovation coupled with rigorous validation and strong ethical precautions.

Therefore, to prepare industrial psychology practitioners for this shift in managing mental health in an ever-changing world of work, the framework for inspiring growth (FIG) has been re-engineered into FIG 2.0 (Figure 2). The revised framework addresses the aforementioned dynamics and further incorporates a lens that positions the industrial psychologist as a practitioner operating simultaneously across the three intervention levels of managing psychological health in organisations (Deady et al., 2024; La Montagne et al., 2014) – individual, group and organisation. This multilevel lens fits naturally into industrial psychology training for workplace counselling and aligns with two guiding theories: Experiential Learning Theory (Kolb, 1984) and Conservation of Resources (COR) Theory (Hobfoll, 1988). Kolb's theory bridges practice and theory, a process commonly used to teach soft skills such as emotional intelligence, negotiation and systems thinking (Haritha & Rao, 2024). Conservation of Resources theory defines stress as the threatened or actual loss of valued resources and relief as their protection or gain (Holmgreen et al., 2017). In addition, the Job Demands–Resources (JD-R) model frames employee well-being as a balance between demands that deplete and resources that buffer and motivate (Bakker et al., 2023), guiding workplace counsellors to design multilevel interventions. Therefore, the FIG 2.0 trains industrial psychologists to diagnose resource deficits and design interventions that protect and expand resources across all three intervention levels.

The revised FIG 2.0 model retains the original sections of Rooting, Growing, Branching and Fruition (formerly named Thriving); however, each section has been conceptually deepened to incorporate research on workplace counselling over the past decade, ensuring the model remains future-fit (Figure 2). The detailed integration of the revised counselling framework with the three intervention levels is illustrated in Figure 3.

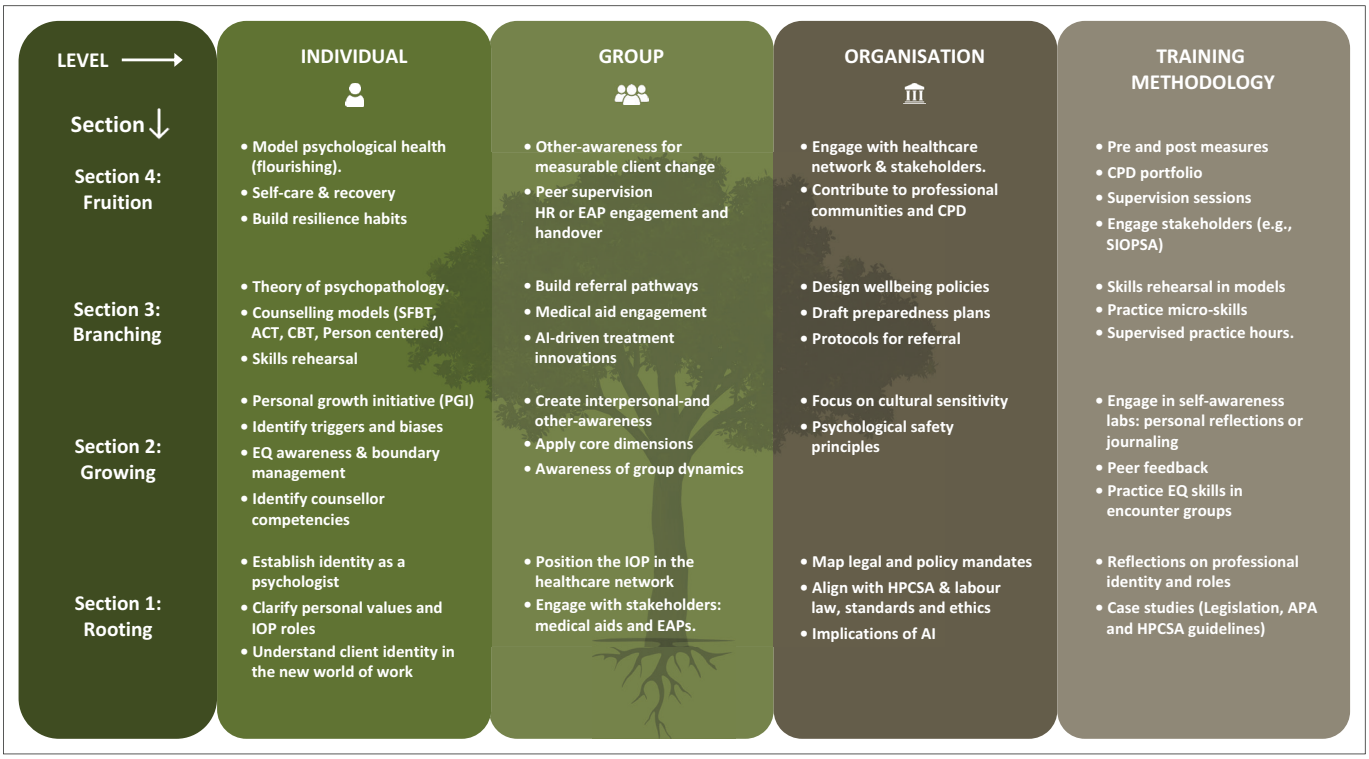
Section 1: Rooting

This section focuses on establishing a firm foundation by grounding the professional identity of industrial psychologists in their mandate within the mental health arena and the organisational system. The 'roots' anchor the framework in the firm foundation of industrial psychology identity, reinforced by the ethical and legal statutes that govern the profession. This stage also explores the new world



IOP, industrial psychology; PGI, personal growth initiative; CPD, continuous professional development; SFBT, solution-focused brief therapy; CBT, cognitive behavioural therapy.

FIGURE 2: Framework for inspiring growth 2.0.



IOP, industrial psychology; EQ, emotional intelligence; HPCSA, Health Professions Council of South Africa; AI, artificial intelligence; ACT, acceptance and commitment therapy; CBT, cognitive behavioural therapy; SIOPSA, Society for Industrial and Organisational Psychology of South Africa; APA, American Psychological Association; SFBT, solution-focused brief therapy; CPD, continuous professional development. HR, human resources; EAP, employee assistance programmes.

FIGURE 3: Framework for inspiring growth 2.0 mapped to individual, group and organisational interventions.

of work, emphasising support for employees in hybrid, technology-enhanced environments. Training begins with structured reflection on personal values, reflecting on the ethical responsibility to individuals, organisations and society. Accordingly, the inclusion of role boundaries linked to the ethical and legal frameworks guiding practice is a critical element of the Rooting section. Next, practitioners build policy competence, learning to create trauma-informed policies and design targeted wellness interventions for contemporary workplace risks. In addition, a focus on data governance consequences of AI in mental health practice, compliance with HPCSA standards and protection of client confidentiality is essential.

Integrating multilevel interventions in the Rooting section:

- *Individual level*: Rooting incorporates the industrial psychologist's identity as a psychologist in the role of workplace counsellor. This role extends to related functions such as personal growth facilitator, ethical gatekeeper and workplace wellness advocate, incorporating referral protocols as mandated by the HPCSA.
- *Group level*: Positions the practitioner within the broader healthcare network (HPCSA, 2019) and requires engagement with stakeholders such as professional bodies (e.g. SIOPSA, Psychological Society of South Africa [PsySSA]). Practitioners collaborate with peers to remain up to date with legislation and ensure compliance.
- *Organisational level*: Rooting clarifies the ethical and statutory parameters that delineate industrial psychology, enabling practitioners to take an authoritative role in corporate mental health strategy while upholding professional boundaries. Establishing knowledge of metrics for measuring pre- and post-intervention effectiveness.

Section 2: Growing

This section has been refined to focus exclusively on the growing awareness and maturity of a counsellor. As practitioners cannot foster client growth without first developing themselves, this stage immerses them in experiential learning and structured reflection to cultivate emotional insight, resilience and maturity (Landers, 2018). Progress is tracked with validated tools such as the PGI scale (De Jager-van Straaten et al., 2016) and mapping top five strengths while learning to apply these strengths in their counsellor role (Landers, 2018). The revised model also relocated counsellor competencies – framed through a strengths-based lens – from the Branching section to the Growing section. This shift enables practitioners to identify their unique strengths profiles earlier in their development, embedding this into their counselling practice (Landers, 2018).

Integrating multilevel interventions in the Growing section:

- *Individual level*: Focuses on intrapersonal growth to build emotional intelligence and emotion regulation skills. Practitioners reflect on and identify potential personal triggers and their impact, while also setting PGI-aligned goals.
- *Group level*: Practitioners learn to interpret their counselling role within team and group dynamics, particularly the counsellor triad, and to apply core helping dimensions (respect, empathy, genuineness and concreteness). Simulated encounter groups create intrapersonal growth through the stages of group formation.
- *Organisational level*: Practitioners' self-awareness and interpersonal agility support the design of culturally sensitive counselling protocols. Knowledge of legislation further enables evidence-based interventions that promote psychological safety.

Section 3: Branching

This section has been substantially revised to deliver an integrated suite of counselling models and applied micro-skills tailored to workplace practice. Training for practitioners includes solution-focused brief therapy, cognitive-behavioural therapy (Minjoo et al., 2014), micro-skills and workplace trauma management (Jonker et al., 2020), offering an evidence-based foundation for industrial psychologists' brief interventions. Person-centred counselling is also included to embed the core dimensions of sensitive relations, such as empathy, congruence and unconditional positive regard (Rogers, 1980), which are essential for building trust and establishing rapport in organisational settings. The ACT for Work Well-being model could also be considered in training as a protocol for brief, work-based counselling.

Integrating multilevel interventions in the Branching section:

- *Individual level*: Accreditation training on CBT, SFBT, ACT, person-centred counselling approaches and psychological first aid. Practitioners are trained in knowledge and competence in identifying work-related psychopathology using the diagnostic criteria from the Manual of Mental Disorders (DSM-5) and the International Classification of Diseases (ICD-11) coding diagnostic tool. This expertise instils confidence for liaising with medical aids and fellow healthcare professionals.
- *Group level*: Training includes writing process notes, referral letters and gaining an understanding of the HPCSA registration categories for efficient referrals. This includes building networks with fellow healthcare providers and liaising with medical aids for continuity of care across settings. In addition, knowledge of group-based techniques, such as trauma debriefing, and skills to manage group dynamics are included in this level.
- *Organisational level*: Practitioners design work-related well-being protocols and policies, such as return-to-work protocols and trauma-preparedness plans at the organisational level. In addition, practitioners are encouraged to explore the potential of AI-powered treatment innovations to ethically integrate these tools into workplace counselling protocols (Bell, 2025).

Section 4: Fruition

This section was renamed from Thriving to Fruition and emphasises counsellor and client flourishing, measurable

client impact and community engagement. In line with the tree metaphor, fruition represents the outcomes of growth, the visible fruit of the counsellor's development. This image of harvesting fruit completes the life cycle and highlights the practitioner's reach, promoting growth that extends beyond the individual counsellor. In this section, the practitioner's visible successes are reflected in client well-being, organisational success and professional connectedness with stakeholders and peers.

Integrating multilevel interventions in the Fruition section:

- *Individual level (Flourishing)*: Focuses on the industrial psychologist's capacity to live an optimal, psychologically integrated life marked by well-being, purpose and professional fulfilment. Emphasis is placed on self-care and recovery strategies.
- *Group level (Impact)*: Entails the observable change and growth pattern among clients and organisations, leading to thriving in the workplace. It pertains to the observable impact of the practitioners' practice through the client's growth and development as a person. Practitioners also collaborate with peers for regular supervision and case reviews.
- *Organisational/system level (Community)*: Focuses on the practitioner's embeddedness in the wider professional and healthcare network. This is achieved through regular supervision, collaboration with the healthcare network, ongoing professional development, and integration with support structures such as EAPs and medical aid networks.

Practical implications

The insights from this research suggest that extensive training is required to effectively equip industrial psychology practitioners and enhance their confidence as workplace counsellors. This study demonstrates that a model such as the FIG 2.0 could serve as a counselling-specific competency roadmap for training. Such training should provide foundational insight into the role, value and identity of the industrial psychologist. It should also include self-awareness development, training in work-related psychopathology, short-term counselling models and multilevel trauma management to ensure that practitioners are prepared to deliver immediate evidence-based, short-term counselling. Regular supervision and continuous development opportunities are essential to strengthen confidence as mental health practitioners. Training should also adopt a multi-intervention level framework with focused methodology. Ultimately, industrial psychologists should be positioned as strategic organisational partners who can address risk and contribute to the design of psychologically safe work systems.

Limitations and further study

The evidence base in this study is mainly qualitative and cross-sectional, suggesting that experimental or longitudinal trials that quantify clinical and organisational outcomes are still lacking. Moreover, most findings rely on practitioner self-reports, leaving employee perspectives and cost-benefit data underexplored. Future research should therefore evaluate the FIG 2.0 through controlled designs that evaluate counsellor competency levels. The FIG model developed in the South African context suggests that future research could embed legal checkpoints at each stage, involving both legal and HR decisions, to gain a global perspective. In addition, AI-driven diagnostics as aids to workplace counselling and ethical boundaries should be explored. Lastly, it is suggested that concrete protocols, such as an AI care checklist, should be included before using any AI well-being tools.

Conclusion

Over the past decade, workplace counselling within the industrial psychology profession in South Africa has shown signs of increasing maturity. The findings of this article suggest a multilevel training framework anchored in reflective practice and evidence-informed action, such as the FIG 2.0 model. Such a framework enables workplace counsellors to implement targeted interventions across individual, group and organisational levels, translating theory into concrete practices that support recovery and resilience at work.

Acknowledgements

The author reported that funding was received from the National Research Foundation of South Africa, which may be affected by the research reported in the enclosed publication. The author has disclosed those interests fully and has implemented an approved plan for managing any potential conflicts arising from their involvement. The terms of these funding arrangements have been reviewed and approved by the affiliated university in accordance with its policy on objectivity in research.

Competing interests

The author declares that she has no financial or personal relationships that may have inappropriately influenced her in writing this article.

CRediT authorship contribution

Lené I. Graupner is the sole author of this article.

Funding information

This work is based on the research supported in part by the National Research Foundation of South Africa (Grant Number: RA22112876203).

Data availability

Data sharing is not applicable to this article as no new data were created or analysed in this study.

Disclaimer

The views and opinions expressed in this article are those of the author and are the product of professional research. It does not necessarily reflect the official policy or position of any affiliated institution, funder, agency or that of the publisher. The author is responsible for this article's results, findings and content.

References

Akiyama, T. (2024, April 17). *It is time to prioritize mental health in the workplace*. World Federation for Mental Health. Retrieved from https://wfmh.global/news/2024.24-04-17_wmhd2024-theme

Azungah, T. (2018). Qualitative research: Deductive and inductive approaches to data Analysis. *Qualitative Research Journal, 18*(4), 383–400. https://doi.org/10.1108/QRJ-D-18-00035

Bakker, A.B., Demerouti, E., & Sanz-Vergel, A. (2023). Job demands–resources theory: Ten years later. *Annual Review of Organizational Psychology and Organizational Behavior, 10*, 25–53. https://doi.org/10.1146/annurev-orgpsych-120920-053933

Banga, B. (2025). *Agentic AI in medicine: Are we ready?* Medical Technology. Retrieved from https://medical-technology.nridigital.com/medical_technology_jul25/agentic_ai_in_medicine_are_we_ready

Barkhuizen, H., Jorgensen, L.I., & Brink, L. (2014). Exploring the role of the industrial-organisational psychologist as counsellor. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde, 40*(1), a1193. https://doi.org/10.4102/sajip.v40i1.1193

Barkhuizen, H., Jorgensen, L.I., & Brink, L. (2015). Training the industrial-organisational psychologist as counsellor: Are we doing enough? *Acta Commercii, 15*(1), a253. https://doi.org/10.4102/ac.v15i1.253

Bell, M.J. (2025). *New AI tools for mental health research and treatment*. Retrieved from https://blog.google/technology/health/new-mental-health-ai-tools-research-treatment/

Bergh, Z.C. (2021). *Introduction to work psychology* (3rd ed.). Oxford University Press.

Brown, S. (2019). *Determining the exposure to and skills needed by Industrial – Organisational Psychologists in the Western Cape Province to counsel employees towards flourishing in the workplace*. Master's dissertation. The University of the Western Cape, Repository. Retrieved from http://etd.uwc.ac.za/

Carroll, M. (1996). *Workplace counselling: A systematic approach to employee care*. Sage.

Chang, R. (2024). The impact of employees' health and well-being on job performance. *Journal of Education, Humanities and Social Sciences, 29*(1), 372–378. https://doi.org/10.54097/9ft7db35

Coetzee, H. (2015). *Exploring the experiences of counsellors during a trauma counselling training programme*. Master's dissertation. North-West University, Repository. Retrieved from http://hdl.handle.net/10394/14908

De Bruin, I.A., & Graupner, L.I. (2024). The impressions of industrial psychologists of their proficiency as coaches. *SA Journal of Human Resource Management, 22*, a2302. https://doi.org/10.4102/sajhrm.v22i0.2302

De Jager-van Straaten, A., Jorgensen, L., Hill, C., & Nel, J.A. (2016). Personal growth initiative among industrial psychology students in a higher education institution in South Africa. *SA Journal of Industrial Psychology, 42*(1), a1283. https://doi.org/10.4102/sajip.v42i1.1283

Deady, M., Sanatkar, S., Tan, L., Glozier, N., Gayed, A., Petrie, K., Dalgaard, V.L., Stratton, E., LaMontagne, A.D., & Harvey, S.B. (2024). A mentally healthy framework to guide employers and policy makers. *Frontiers in Public Health, 12*, 1430540. https://doi.org/10.3389/fpubh.2024.1430540

Dober, C. (2025, August). Using generative AI for therapy might feel like a lifeline – But there's danger in seeking certainty in a chatbot. *The Guardian*. Retrieved from https://www.theguardian.com/commentisfree/2025/aug/03/generative-ai-chatbot-therapy-dangers-risks?utm_source=chatgpt.com

Du Plessis, M., & Thomas, E.C. (2021). Counselling preparedness and responsiveness of industrial psychologists in the face of COVID-19. *SA Journal of Industrial Psychology, 47*, a1860. https://doi.org/10.4102/sajip.v47i0.1860

Elder, R.L., Agee, M., & Adamson, C. (2018). Workplace counselling and the contemporary world of work. *New Zealand Journal of Counselling, 38*, 50–67. https://doi.org/10.24135/nzjc.v38i1.223

Fleming, W.J. (2024). Employee well-being outcomes from individual-level mental health interventions: Cross-sectional evidence from the United Kingdom. *Industrial Relations Journal, 55*(2), 162–182. https://doi.org/10.1111/irj.12418

Gladding, S.T. (2013). Historical and professional foundations of counseling. In S.T. Gladding (Ed.), *Counseling: A comprehensive profession* (7th ed., pp. 3–9). Pearson.

Graupner, L.I. (2021). Crisis management and the industrial psychologist: Why do we shy away? *SA Journal of Industrial Psychology, 47*, a1862. https://doi.org/10.4102/sajip.v47i0.1862

Graupner, L.I., & Kriek, L. (2023). Die bevordering van loopbaanaanpassing en -welstand vanuit 'n moderne bedryfsielkundige perspektief [Promoting career adjustment and wellbeing from a modern industrial psychology perspective]. *Litnet Akademies, 20*(3), 1–18. https://doi.org/10.56273/1995-5928/2023/j20n3a1

Graupner, L.I., & Watson, R. (2020). *Disaster and crisis management on the frontline*. The IOP toolkit [Webinar]. Society for Industrial and Organisational Psychology of South Africa.

Haritha, G., & Rao, R. (2024). A holistic approach to professional development: Integrating Kolb's experiential learning theory for soft skills mastery. *Journal of Engineering Education Transformations, 37*, 415–424. https://doi.org/10.16920/jeet/2024/v37is2/24069

Hayes, T. (2024). *Exploring the perceptions of emotional intelligence training to equip industrial and organisational psychologists as workplace counsellors*. Unpublished master's dissertation, North-West University, Potchefstroom Campus.

Health Professions Council of South Africa (HPCSA). (2019). The board of psychology. In *Minimum standards for the training of industrial psychologists*. Retrieved from https://www.hpcsa.co.za/Uploads/PSB_2019/Policy%20and%20Guidelines/SGB%20INDS%20-%20Revised%20October%202019.pdf

Henn, C., Hill, C., & Jorgensen, L.I. (2016). The investigation into the factor structure of the Ryff Scales of psychological well-being. *South African Journal of Industrial Psychology, 42*(1), a1275. https://doi.org/10.4102/sajip.v42i1.1275

Hill, C. (2022). Psychological health, wellbeing and COVID-19: Comparing previously infected and non-infected South African employees. *Frontiers in Psychology, 13*, 1013377. https://doi.org/10.3389/fpsyg.2022.1013377

Hobfoll, S.E. (1988). *The ecology of stress*. Hemisphere.

Holmgreen, L., Tirone, V., Gerhart, J., & Hobfoll, S.E. (2017). Conservation of resources theory: Resource caravans and passageways in health contexts. In C.L. Cooper & J.C. Quick (Eds.), *The handbook of stress and health* (pp. 443–457). Wiley-Blackwell.

Jonker, B.E., Graupner, L.I., & Rossouw, L. (2020). An intervention framework to facilitate psychological trauma management in high-risk occupations. *Frontiers in Psychology, 11*, 530. https://doi.org/10.3389/fpsyg.2020.00530

Jonker, J. (2019). *Exploring psychological trauma and the management thereof in selected South African occupational environments*. Unpublished PhD thesis, North-West University, Potchefstroom Campus.

Jorgensen, L.I. (2016). Encounter group counsellor training with pre-service industrial psychologists: A pilot study. *Journal of Psychology in Africa, 26*(3), 300–303. https://doi.org/10.1080/14330237.2016.1185920

Jorgensen, L.I. (2017, June 07). Cultivating workplace counsellors: Appreciating the journey. In *Inaugural Lecture*. School of Industrial Psychology and Human Resource Management, North-West University. Retrieved from https://www.researchgate.net/publication/393703682_Cultivating_Workplace_Counsellors_Appreciating_the_Journey_Inaugural_lecture?_tp=eyJjb250ZXh0Ijp7InBhZ2UiOiJtZXNzYWdlcyIsInByZXZpb3VzUGFnZSI6Im1lc3NhZ2VzIn19

Jorgensen-Graupner, L.I., & Van Zyl, L.E. (2019). Inspiring growth: A counselling framework for industrial psychology practitioners. In S. Rothmann & L. van Zyl (Eds.), *Positive psychological interventions: Theories, methodologies and applications within multi-cultural contexts* (pp. 381–404). Springer International Publications.

Keyes, C. (2002). The mental health continuum: from languishing to flourishing in life. *Journal of Health and Social Behavior*, *43*(2), 207–222. https://doi.org/10.2307/3090197

Kock, R., Graupner, L.I., & Baloyi, S. (2025). Cultivating a culture of mental health in organisations: Reading the room. *SA Journal of Industrial Psychology, 51*, a2233. https://doi.org/10.4102/sajip.v51i0.2233

Kolb, D.A. (1984). *Experiential learning: Experience as the source of learning and development*. Prentice Hall.

Kriel, A. (2016). *Exploring and evaluating a solution-focused counselling programme for industrial psychology practitioners*. Master's dissertation. North-West University, Potchefstroom Campus. Retrieved from http://hdl.handle.net/10394/25985

La Montagne, A.D., Martin, A., Page, K.M., Reavley, N.J., Noblet, A.J., Milner, A.J., Keegel, T., & Smith, P.M. (2014). Workplace mental health: Developing an integrated intervention approach. *BMC Psychiatry, 14*, 131. https://doi.org/10.1186/1471-244X-14-131

Landers, H. (2018). *Exploring the experiences of a character strengths training programme on group work among post-graduate industrial psychology students*. Master's dissertation. North-West University, Potchefstroom Campus. Retrieved from http://hdl.handle.net/10394/30998

Lim, W.M. (2023). The workforce revolution: Reimagining work, workers, and workplaces for the future. *Global Business and Organizational Excellence, 42*(4), 5–10. https://doi.org/10.1002/joe.22218

Lincoln, Y., & Guba, E.G. (1985). *Naturalistic inquiry*. Sage.

Maritz, B.P.G. (2015). *Exploring psychological trauma management among paramedics in Gauteng*. Master's dissertation. North-West University, Potchefstroom Campus. Retrieved from http://hdl.handle.net/10394/18946

Mayring, P. (2022). *Qualitative content analysis: A step-by-step guide*. Sage.

McLeod, J. (2010). The effectiveness of workplace counselling: A systematic review. *Counselling and Psychotherapy Research, 10*(4), 238–248. https://doi.org/10.1080/14733145.2010.485688

Minjoo, K., Mpofu, E., Brock, K., Millington, M., & Athanasou, J. (2014). Cognitive-behavioural therapy effects on employment-related outcomes for individuals with mental illness: A scoping systematic review. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde, 40*(2), a1188. https://doi.org/10.4102/sajip.v40i2.1188

Moralo, S., & Graupner, L.I. (2025, July 17–19). Workplace mental health as business strategy: Insights from industrial psychology [Conference Presentation]. *Annual conference of the Society for Industrial and Organisational Psychology South Africa (SIOPSA)*.

Moralo, T.S. (2021). *Workplace counselling in the changing world of work: An industrial psychology perspective*. Master's dissertation. North-West University, Potchefstroom Campus. Retrieved from http://hdl.handle.net/10394/37861

Moralo, T.S., & Graupner, L.I. (2022a). An industrial psychology perspective of workplace counselling in the changing world of work. *SA Journal of Industrial Psychology/SA Tydskrif vir Bedryfsielkunde, 48*, a1988. https://doi.org/10.4102/sajip.v48i0.1988

Moralo, T.S., & Graupner, L.I. (2022b). The role of the industrial psychologist in managing the psychological impact of COVID-19 in the workplace. *Frontiers in Psychology, 13*, 920894. https://doi.org/10.3389/fpsyg.2022.920894

Neal, A. (2020, April 21). *Managing abnormal behavior in the workplace from a crisis management perspective* [Webinar]. Keep Calm and Carry on Webinar Series. Society for Industrial and Organisational Psychology South Africa (SIOPSA).

Nel, C. (2016). *Exploring the traumatic experiences of South African strike managers during strikes*. Master's dissertation. North-West University, Potchefstroom Campus. Retrieved from http://hdl.handle.net/10394/25649

Nieman, C.L. (2019). *Mental health of South African industrial psychologists: Results of a latent profile analysis*. Master's dissertation. North-West University, Vanderbijlpark Campus.

Obiorah, C.A., Okeke, G.N., Ali, S.E., Aku, U.T., Nesiama, O., Agbakhamen, C.O., & Gumi, S.A. (2025). Occupational psychology: Emerging trends and innovations. *International Journal of Innovative Psychology & Social Development, 13*(2), 23–40. https://doi.org/10.5281/zenodo.15223837

Oosthuizen, R.M. (2022). The fourth industrial revolution – Smart technology, artificial intelligence, robotics and algorithms: Industrial psychologists in future workplaces. *Frontiers in Artificial Intelligence, 5*, 913168. https://doi.org/10.3389/frai.2022.913168

Rogers, C.R. (1980). *A way of being*. Houghton-Mifflin.

Roodt, G. (2025, March 13). *Highlights from the 2025 budget speech* [Video]. YouTube. Retrieved from https://youtu.be/RgpXQiPJr20?si=t2Lsa-6QKPPoE7vi

Soares, C.B., Hoga, L.A.K., Peduzzi, M., Sangaleti, C., Yonekura, T., & Silva, D.R.A.D. (2014). Integrative review: Concepts and methods used in nursing. *Revista da Escola de Enfermagem da USP, 48*(2), 335–345. https://doi.org/10.1590/S0080-623420140000200020

Society for Industrial and Organisational Psychology of South Africa (SIOPSA). (2024). *Annual report*. Retrieved from https://www.siopsa.org.za/wp-content/uploads/2025/07/SIOPSA-Annual-Report-2025.pdf

Van Lill, X., & Van Lill, R. (2022). Developing a brief acceptance and commitment therapy model for industrial psychologists. *SA Journal of Industrial Psychology, 48*(1), 1–12. https://doi.org/10.4102/sajip.v48i0.1897

Van Zyl, L.E., Rothmann, S., & Nieman, C. (2020). Mental health, work engagement and meaningful work-role fit of industrial psychologists: A latent profile analysis. *Psychological Studies, 65*(2), 199–213. https://doi.org/10.1007/s12646-019-00544-9

Watson, R., Volschenk, A., Jacobs, E., & Bhullar, N. (2013). *Trauma debriefing. Formal debriefing workbook. Outcomes- based occupation- specific modular training education and development system*. (3rd ed.). SAPS Head Office.

World Health Organization (WHO). (2022). *Mental health at work: Policy brief*. Retrieved from https://www.who.int/publications/i/item/9789240057944