

What Would Freud Do???



**The EEO Counselor's  
Toolkit**

---

---

---

---

---

---

---

---

What does Freud's  
psychoanalytical theory of the  
ID, EGO and SUPEREGO  
have in common with EEO  
counseling?

---

---

---

---

---

---

---

---

**ANSWER:**

**More than you think!**

---

---

---

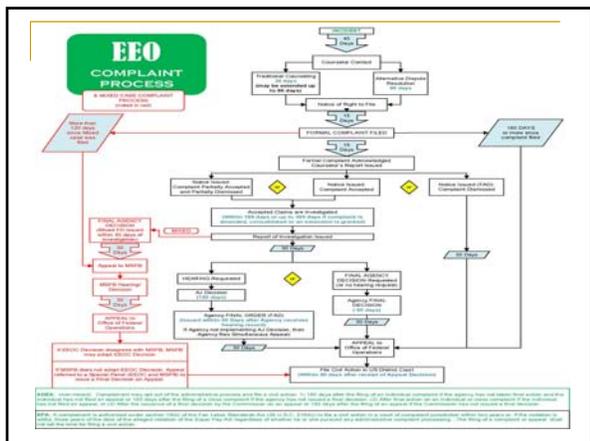
---

---

---

---

---




---

---

---

---

---

---

---

---

**ID**

- **noun** *Psychoanalysis* . -the part of the psyche, residing in the unconscious, that is the source of instinctive impulses that seek satisfaction in accordance with the pleasure principle and are modified by the ego and the superego before they are given overt expression.
- In our model, ID: represents the Counselee – what he or she wants to satisfy his/her working condition.

---

---

---

---

---

---

---

---

**SUPEREGO**

- noun, plural su-per-e-gos. *Psychoanalysis* . -- the part of the personality representing the conscience, formed in early life by internalization of the standards of parents and other models of behavior.
- For our model, the superego is the standard or what the Agency is required to do under the law.

---

---

---

---

---

---

---

---

## EGO

- **noun, plural e-gos.** -*Psychoanalysis* . the part of the psychic apparatus that experiences and reacts to the outside world and thus mediates between the primitive drives of the id and the demands of the social and physical environment.
- In our model, the ego represents the model behavior – trying to find a balance between the wants and needs of the Counselee and real world constraints (Agency, the law)

---

---

---

---

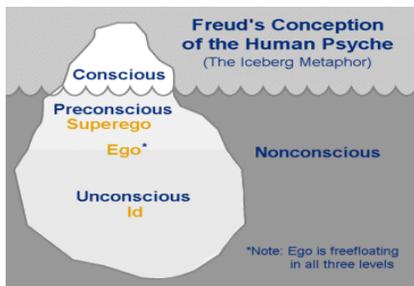
---

---

---

---

## The Iceberg Metaphor



---

---

---

---

---

---

---

---

## How the Counselor (EGO) operates...

- The most important role of the Counselor is to advise the Counselee of his/her Rights and Responsibilities. But the other very important role is to attempt resolution. (often overlooked). So how does the Counselor go about achieving this?
  1. Setting the Stage prior to meeting:
    - Have the parties become familiar with the process
    - Try to get small "buy-ins"
    - Try to avoid debates over where to meet
    - Find out if representatives will be present
    - Have the parties start thinking about what they want from the other party

---

---

---

---

---

---

---

---

**How the Counselor (EGO) operates...**

2. Joint Meeting

- Remind the parties of your role
- Establish "house" rules
- Restate the purpose of the meeting
- Acknowledge the role and responsibilities of both parties
- Focus on voluntariness and confidentiality
- Stress fairness under the circumstance
- List the concerns of the parties/attempt to have the parties prioritize them

---

---

---

---

---

---

---

---

**How the Counselor (EGO) operates...**

3. Consider

- What do the Parties really want?
- Clarify the interests
- Probe for underlying common interests
- Are their joint gains that can be made?
- Work past emotional issues
- Avoid the introduction of egos
- Separate people from the problem

---

---

---

---

---

---

---

---

**Benefits of Counseling**

- Allows the parties to have a voice in the resolution.
- Gives the parties the opportunity to hear and understand the other point of view.
- Allows the parties to explore creative alternatives for resolution.
- Allows the parties to consider the options if resolution is not achieved.

---

---

---

---

---

---

---

---

### The Cost of Conflict

- Investigations and litigation are expensive.
- Employees are lost as they transfer, retire, or quit due to stresses.
- Productivity is impacted.
- Health claims are increased.

---

---

---

---

---

---

---

---

### Consider the ID (Counselee) ...

#### Counselee's Barriers to resolution:

- "this manager needs to be disciplined"
- "I will not settle because no remedy is sufficient for what I have suffered"
- "I want them to go through what I went through"
- "This needs to be made public"
- "I can't lose"
- "I want my day in court"

---

---

---

---

---

---

---

---

### Benefits of Early Resolution

- Improves Morale
- Settlement agreements are generally more durable than court orders.
- Settlement agreements do not require and admission of liability or a finding of guilt.
- Early Resolution saves time and resources.
- Confidentiality is preserved (avoids negative impact to the rest of the work environment—preserves relationships--improves morale)

---

---

---

---

---

---

---

---

### Counselor (EGO) considerations

- Some reasons why cases don't settle during Counseling:
  - Lack of Understanding
  - Principles
  - Emotions
  - Terms
  - Complex Issues

---

---

---

---

---

---

---

---

### Consider the SUPEREGO...

#### Agency Barriers to Resolution

- There was no discrimination
- I didn't do anything wrong (Me? Discriminate?)
- Correct decisions were made
- Settlement will lead to more complaints
- I will lose respect as a manager
- Shows weakness

---

---

---

---

---

---

---

---

### Management Officials : Overcoming the Superego

- Management officials MUST cooperate in the counseling and investigation process.
- Emphasize your role to attempt to resolve
- Be able to explain or answer questions about the process
- Explain allegations and summarize reasons/fact that were provided
- Give an opportunity to present his/her position and listen
- If anonymity is waived, ask the RMO about the relationship between the parties
- Don't prejudge the RMO (remember you are a neutral conducting a limited inquiry)
- Try not to put the RMO on the defensive
- Explore any interest in meeting with the Counselee

---

---

---

---

---

---

---

---

### Overcoming the ID: Think Creatively

- Expunging records
- Positive/Neutral references
- Rescind personnel actions
- Promotion
- Hold personnel actions in abeyance
- Provide cooling off period (detail)
- Provide advancement opportunities (details, training, priority placement, desk audit)
- Increase step/quality step increase
- Awards

---

---

---

---

---

---

---

---

*Thank you!*

Erica White-Dunston and Camella Woodham

---

---

---

---

---

---

---

---