



Situational Facilitation Matrix

Activity 2: On this sheet look for and highlight the characteristics you identified on the 'characteristics sheet'

Encouraging style	Coaching style
Sharing Reinforcing Encouraging Praising Keen to keep happy atmosphere Considerate Consultative Advisory Understanding Avoids disagreement or conflict Patient Positive	Involving Explaining Collaborative Negotiating Offers feedback Adaptable Resourceful Referees Appreciative Can get too involved Pays more attention to process than goal Seeks team agreement Energetic
Supporting style	Directing style
Turning or mulling over Leaving alone Letting go Available Clarifying Works closely with the team Does not often provide feedback Responsive Shares authority Flexible Shares leadership Pays less attention to monitoring performance Pays less attention to specifics	Initiating Structuring Telling Guiding Reliable Takes control Decisive Highly Structured Able to sell ideas/methods Not always aware of subjective or emotional responses Sets goals Instructs Sincere Confident

Situational Facilitation Matrix, FoNS 2010: Adapted from Hersey, P. and Blanchard, K.H. (1996) *Management of Organizational Behaviour: Utilizing Human Resources* (7th edition). London: Prentice Hall. Dewing, J. (Ed.) (2007) RCN Workplace Resources for Practice Development. London: RCN.