



Situational Facilitation Strengths and Cautions

Activity 3: Reflect on this table highlighting the strengths and cautions of each style and think about what this might mean for you as a facilitator

Encouraging style	Coaching style
<p>Strengths:</p> <ul style="list-style-type: none"> • Encouraging the team • Consulting with team members • Giving feedback and praise • Encouraging initiative • Allowing independent judgement • Refrains from instructing, directing, structuring or imposing own position or view <p>Cautions:</p> <ul style="list-style-type: none"> • May ignore own concerns about output and under-emphasize productivity for the sake of keeping a happy atmosphere and avoiding disagreement and conflict 	<p>Strengths:</p> <ul style="list-style-type: none"> • Asking for information, opinions and ideas • Suggesting goals and processes for team agreement • Offers frequent feedback • Refereeing when necessary • Expressing appreciation • Refrains from allowing team total decision authority or individuals taking over without discussion, ongoing conflict within team or smoothing over substantive disagreements <p>Cautions:</p> <ul style="list-style-type: none"> • Can get too involved and end up doing job for the team • Gives more attention to processes than the goals
Supporting style	Directing style
<p>Strengths:</p> <ul style="list-style-type: none"> • Clarifying broad objectives • Establishing few monitoring points • Sharing leadership with others • Making oneself always available • Serving as a consultant • Refrains from monitoring performance closely, providing frequent feedback, knowing all the specifics, abandoning the team, becoming arrogant <p>Caution:</p> <p>Gets caught up in the bigger picture or doesn't see it all and loses sight of what needs to be done</p>	<p>Strengths:</p> <ul style="list-style-type: none"> • Setting goals, instructing, monitoring • Confident, doesn't ask for opinions/advice • Able to sell ideas/methods • Able to remain in control • Can be relied upon • Refrains from allowing independent decision or giving recognition without results <p>Caution:</p> <ul style="list-style-type: none"> • Can tend towards too much structure, • Not aware of subjective and emotional perspectives • Believes they are responsible for all decision making

Situational Facilitation Strengths and Cautions, KS FoNS 2010: Developed 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.