

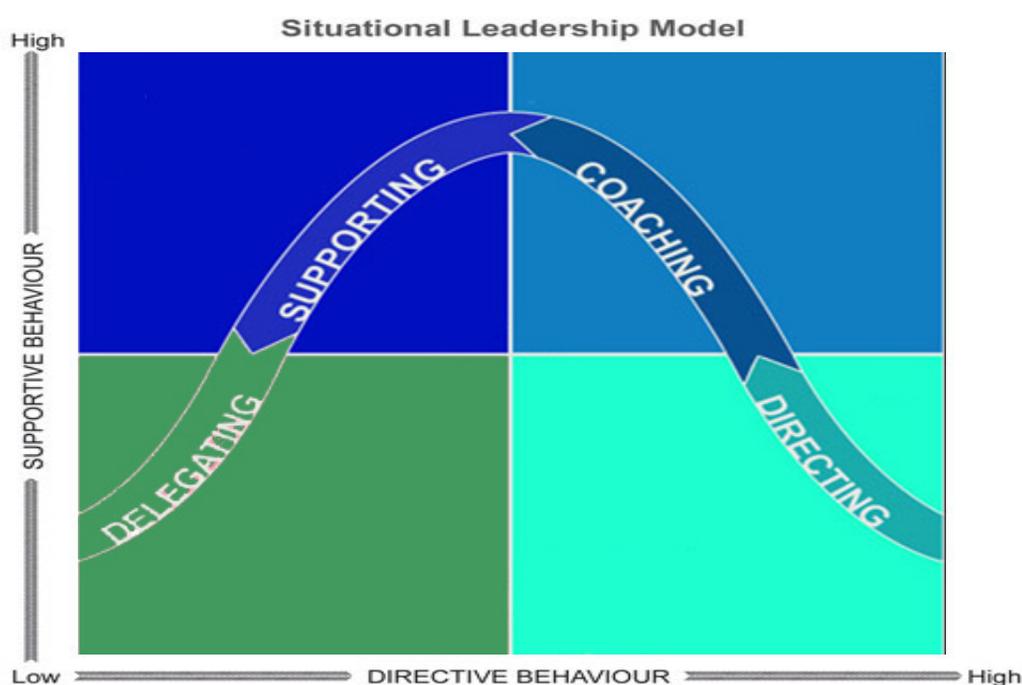
Tool 41: Supportive/ Directive

Workers will need different levels of support and direction throughout their careers and for different sorts of situations. The Hersey and Blanchard model (1977) sets out different levels of support and direction within four quadrants:

- > Directing – supervisor defines roles/tasks and provides close supervision
- > Coaching – supervisor defines roles/tasks but encourage suggestions and input
- > Supporting – supervisor facilitates supervisee to make decisions
- > Delegating – supervisee asks for supervisor involvement in decisions and problem-solving as needed.

This tool helps workers to gain appropriate support and direction, depending on the situation they are in.

Supervisees can use this to reflect on their practice and supervisors can use this to consider the input they are providing to different workers. In supervision, the tool can be the basis of a discussion about how much support and direction is needed, and how to support the supervisee to develop.



Look at the matrix and think about:

- > How much support and direction does the supervisee usually need?
- > When does the supervisee need more or less support and direction?
- > Does the supervisee get an appropriate and proportionate response from the supervisor?

Are there any adjustments that you need to talk to about?

How can you ensure the right balance of support and direction for the supervisee?