

Differences in approach between working Rogerian (humanistic) and working psychoanalytical are explored in the following grid (Viljoen, 2012):

PHASE IN WHICH BEHAVIOUR OCCURS	ROGERIAN APPROACH – HUMANISTIC	TAVISTOCK APPROACH
PHASE	THE FACILITATOR	THE CONSULTANT
Forming	Two facilitators (equal)	Three? designated consultants - one in "charge", and two observe.
All phases	Facilitators do not give structure. They engage with individual members.	Consultants give structure. They keep to time limits. Don't mix with members, and eat and drink alone.
All phases	Share of self Speak of the "I"	"It seems that certain members..." Hypotheses are group orientated
Forming	Facilitators speak of "us as team members".	Consultants are distant, representing authority – EXCO.
All phases	Facilitators are real persons. Form relationships with members.	Consultants are almost not human.
All phases	Facilitators make eye contact.	Eyes are kept down.
Storming	Facilitation focuses on building relationships.	Consultants focus on splits in the group.
Storming to performing	Facilitator may open sessions by asking: "Where do you find yourself now?"	Due to the spiral, the interaction starts at another level.
Storming to performing	Facilitator is at an emotional level.	Consultants don't share emotions. They almost ignore individual feelings.
Norming to performing	The facilitator may backtrack.	Aggression is towards consultant/object. Consultant never makes a wrong interpretation - just projects it back if they experience resistance by saying: "Oh, you are resisting..."
All phases	Democracy	Authority
All phases	Facilitator is relaxed and laid back.	Consultants respond to backstabbing, male vs. female split, leadership and other authority issues.
PHASE	THE FACILITATOR	THE CONSULTANT
Norming to performing	The facilitator checks with individuals, small groups and big groups by asking: "Are you all right: "Is this facilitative for you?"	The consultant only focuses on the group, and addresses issues indirectly. "It may seem that a member has a problem with..."
Norming to performing	The facilitator provides a context or learning opportunities.	