

Reflective Support for Teams & Groups

Supporting the people behind the practice

Reflective Support for Teams & Groups provides facilitated reflective spaces for teams working in emotionally demanding, high responsibility or complex roles.

Rather than offering a single model of supervision, it brings together complementary approaches that support reflection, wellbeing, learning, professional development and collaboration in ways that best meet the needs of the people, the team and the organisation.

Creating psychologically safe reflective spaces where people, teams and organisations can think well, reflect openly, support each other, learn together, continue developing personally and professionally, and move forward with greater clarity, confidence and shared understanding.

Reflective support for teams supports wellbeing, strengthens relationships, encourages collaboration, and enables safe, ethical and sustainable practice through:

- Clinical Supervision
- Reflective Practice
- Restorative Approaches
- Peer Support
- Team Development

Sessions are tailored to the needs of each team and may draw upon:

- Coaching principles
- Psychoeducational approaches
- Trauma-informed practice
- Strengths-based practice
- Group facilitation techniques

..... where these best support the people, the work and the purpose of the reflective space.

Why This Approach?

People working in emotionally demanding, high responsibility and complex roles benefit from opportunities to pause, reflect, learn and support one another. Many of these roles involve emotional labour, ethical complexity, exposure to distress, public responsibility or supporting others through uncertainty and change. Over time, these experiences can have a significant emotional, psychological and relational impact.

Whether working directly with people experiencing crisis, trauma or significant life challenges or supporting colleagues, teams or organisations through complex situations, reflective

spaces provide opportunities to make sense of experience, strengthen professional judgement, build connection and sustain healthy ways of working.

Although informed by my experience across mental health, wellbeing, advocacy, community development and equality, this framework is not sector specific. Its principles are relevant wherever people undertake emotionally demanding, high responsibility or complex work. The focus is not on the sector, but on supporting the people doing the work.

Reflective spaces can support frontline practitioners, peer workers, managers, leaders, multidisciplinary teams, HR and People professionals, employee networks, staff wellbeing initiatives, and groups formed around shared identity or lived experience.

Traditional models of supervision often focus on:

- Practice
- Cases
- Professional accountability
- Learning and development

These remain fundamental.

However, effective reflective support recognises that sustainable practice is shaped not only by the work itself, but also by the people undertaking it, the relationships around them and the wider organisational context. Alongside practice issues, reflective spaces provide opportunities to consider the emotional, relational and organisational realities of the work, together with the influence of identity, lived experience, confidence and belonging on professional practice, wellbeing and sustainable ways of working.

Reflective spaces therefore serve different purposes depending on the needs of the people, team and organisation. They may strengthen everyday reflective practice, provide restorative support following significant events, create psychologically safe spaces for teams, support identity-informed reflection, or help organisations navigate change, uncertainty and complexity.

For me, clinical supervision is one important part of a broader framework for reflective support.

Rather than offering a single model of group supervision, I work collaboratively with organisations to develop reflective spaces that best fit the purpose of the group, the needs of the people attending, the organisational context and the communities they serve.

The Reflective Support Framework

Different teams require different forms of reflective support depending on the nature of their work, organisational context and current priorities. Rather than offering a single intervention, the Reflective Support Framework brings together complementary approaches and functions that can be adapted to meet the needs of each team.

There is no single "right" model. The most effective reflective support is the one that best meets the needs of the people, the work and the organisation at that particular time. The framework recognises that effective reflective support is not solely about discussing practice. It is about supporting the practitioner, the team and the wider organisational context in which that practice takes place.

Reflective Practice - Primary focus: Reflection, learning, insight, informed decision making and ongoing development.

Supports:

- thoughtful practice
- curiosity
- learning and development
- professional confidence
- reflective decision making

Clinical Supervision - Primary focus: Safe, ethical and accountable practice.

Supports:

- safeguarding
- professional accountability
- ethical decision making
- case reflection
- professional responsibilities

Restorative Approaches - Primary focus: Wellbeing and resilience.

Supports:

- emotional wellbeing
- resilience
- emotional labour
- vicarious trauma
- sustainable practice

Peer Support - Primary focus: Mutual learning, development and connection.

Supports:

- shared reflection
- collaboration
- collective expertise
- collaborative problem solving
- reducing isolation
- mutual support

Team Development - Primary focus: Healthy, psychologically safe teams.

Supports:

- communication
- trust
- collaboration
- relationships
- psychologically safe cultures
- continuous improvement

Common Themes for Reflection

Each reflective space is developed collaboratively and tailored to the purpose of the group, the nature of the work and the needs of those attending.

Reflective conversations rarely fit neatly into one category. A discussion about practice may also become a conversation about wellbeing, confidence, identity, relationships or organisational culture. The themes below illustrate the breadth of conversations that reflective spaces can support, recognising that every person, team and organisation is unique.

Working in Emotionally Demanding & Complex Roles: High responsibility • Crisis work • Safeguarding • Emotionally demanding conversations • Complex decision making • Ethical dilemmas • Competing priorities • Uncertainty • Professional isolation

The Emotional & Psychological Impact of Complex Work: Emotional and psychological labour • Vicarious and secondary trauma • Harm experienced within professional roles • Compassion fatigue • Cumulative stress • Moral injury • Burnout prevention • Wellbeing • Recognising strengths • Sustaining hope

Identity, Lived Experience & Professional Practice: Authenticity • Confidence and imposter feelings • Self-advocacy • Belonging and inclusion • Minority stress • Identity-related stress • Representation • Cultural humility

Relationships & Team Working: Communication • Giving and receiving feedback • Collaboration • Conflict • Trust • Psychological safety • Peer support • Leadership relationships • Partnership working

Practice & Professional Development: Challenging conversations • Professional judgement • Reflective decision making • Professional growth • Developing confidence • Accountability • Ethical practice • Professional boundaries

Change, Challenge & Recovery: Organisational change • Service redesign • Workplace trauma • Significant incidents • Practice reviews • Adapting to uncertainty • Developing new ways of working • Maintaining wellbeing through change • Sustainable practice

How I Work

Step 1. Understanding your team

Every organisation, team and reflective space is different.

I begin with a scoping conversation to understand:

- the nature of the work
- team strengths and existing ways of working
- the purpose of the reflective space
- the team's current experience
- existing sources of support
- organisational context
- current challenges
- the outcomes you hope to achieve

Step 2. Designing the reflective space

Together we identify the approach that is most likely to meet the needs of the people, the work and the organisation. Sessions are shaped collaboratively and can evolve over time as needs change.

My aim is to create psychologically safe spaces where people feel able to think openly, acknowledge uncertainty, explore different perspectives, ask difficult questions, learn together and continue developing without fear of judgement or blame.

Support may include:

- Facilitated Reflective Practice
- Team Clinical Supervision
- Restorative Reflective Sessions
- Facilitated Peer Support & Reflection
- Critical Incident Reflection
- Team Development Workshops

The reflective space may draw more heavily on one or more approaches depending on the purpose of the session and the needs of those attending.

Reflective support may be commissioned proactively to strengthen reflective practice, team development and wellbeing, or responsively following a critical incident, workplace trauma, safeguarding event, organisational change or other significant challenge affecting a team or organisation.

Reflective support can be provided as:

- One-off exploratory or scoping sessions
- Ad hoc team check-ins
- Facilitated team reviews
- Short-term programmes
- Ongoing facilitated support
- Responsive team sessions following critical incidents or significant organisational events

Practical Arrangements

Reflective Team Support sessions are typically designed for **up to six participants**. This group size helps create psychologically safe reflective spaces where everyone has the opportunity to contribute, think together and engage in meaningful discussion. Larger groups may be accommodated by agreement where the purpose of the session and facilitation approach are appropriate.

Sessions are available in **90-minute or 120-minute formats**, depending on the needs of the team and the purpose of the reflective space.

Reflective Team Support may be commissioned as a one-off session, a short-term programme or as part of ongoing organisational support.

A **Reflective Support for Teams & Groups Agreement** is available on request and is normally discussed and agreed with participants during the first session. This includes the purpose of the reflective space, confidentiality, participation, professional boundaries, psychological safety and any agreed organisational arrangements.

A separate **Price Guide** is available on request. Fees are based on the nature, scope and complexity of the work and reflect factors such as session length, group size, organisational requirements, preparation and the level of specialist facilitation required. Where organisations commission specialist reflective support in response to workplace conflict, workplace trauma, critical incidents, significant organisational events or other complex situations, this will be discussed and agreed as part of the commissioning process.

Facilitating Reflective Spaces

Reflective Support for Teams & Groups is not about applying a fixed model or providing all the answers. It is about creating psychologically safe spaces where people can pause, think well, reflect openly, explore different perspectives and learn from one another.

My role is to facilitate these conversations with curiosity, compassion and appropriate challenge, helping individuals and teams make sense of complexity, strengthen relationships, develop professional insight and sustain healthy, ethical and effective ways of working.

Drawing on more than 35 years' experience across mental health, wellbeing, advocacy, equality, leadership and community development, I integrate principles from clinical supervision, reflective practice, restorative approaches, coaching, trauma-informed practice, psychoeducation and group facilitation. Rather than applying these as separate models, I use them flexibly to support the purpose of the reflective space and the needs of those attending.

Whether working with frontline practitioners, leadership teams, employee networks, HR and People teams, multidisciplinary services or organisations navigating change, my aim remains the same: to create reflective spaces where people feel safe to think, contribute, question, connect and grow.

Ultimately, Reflective Team Support is built on a simple belief: when people have opportunities to think well, reflect together and support one another, they are better able to navigate complexity, strengthen relationships and continue doing important work in ways that are safe, ethical and sustainable.

“Supporting the people behind the practice”