

A woman with grey hair, wearing a dark blue top and a name tag that reads "Kay [unclear] Midland's [unclear] NHS FT", is smiling and gesturing with her hands while talking to another person whose back is to the camera. The background is a blurred crowd of people.

Time to think: Team & Group Coaching

During change and challenge

Team & Group Coaching

A practical, psychologically safe space for staff to reset, reconnect and move forward.



WHY THIS MATTERS NOW

Today's public sector employees are navigating pressures that go far beyond workload. Capacity is stretched. Emotions sit closer to the surface. Psychological safety is wobbling. Managers are managing upwards, downwards, and outwards, often with less resource and higher stakes.

Teams aren't breaking because they're weak. They're breaking because the system is under strain.

And when teams feel it, services feel it. As our **Executive Coaching** offer reminds us, leaders rarely have time to think and neither do teams. Group and team coaching creates that space.

This is not "nice to have".

It is a strategic intervention that protects capacity, cohesion and performance

at a time when you can least afford not to.

WHAT TEAM & GROUP COACHING OFFERS

Coaching provides a calm, reflective and expertly facilitated space for teams and groups to pause, think and reconnect. It helps maintain or rebuild cohesion, empathy, and resilience during turbulent times. And yes, teams and groups are different. They think differently, behave differently, and need different support. Read on and we'll help you spot which one fits your context.

Grounded in Action Learning, sessions model ease, deep listening and curiosity. The focus is not on being taught but on thinking well together.

This is a place where colleagues:

- ✓ Slow down enough to hear each other
- ✓ Explore real issues without blame
- ✓ Understand difference without defensiveness
- ✓ Rebuild trust and confidence
- ✓ Identify new ways forward
- ✓ Reconnect with why their work matters

Just as our wider narrative describes, it helps people stay human in the middle of the storm.

WHY COACHING

(and not training, mediation or counselling)?

This is not training.

Models may be offered, but only as lenses, not content to deliver. The learning is reflective, relational and behavioural. Each participant follows their own journey through the coaching process.

It's not mediation.

Many challenges sit in the space between what formal performance processes can address and what would merit mediation. These issues are often relational, emotional, and about how people work together day to day. Coaching helps people explore and improve these dynamics

It's not counselling.

We're focused on moving forward professionally, not therapeutic exploration.

What it is:

A psychologically aware, systemically informed space that builds collective readiness, supports accountability, and creates the conditions for sustained behaviour change.

BENEFITS:

WHAT YOUR ORGANISATION GAINS



For individuals

- Greater self-awareness and resilience
- Improved listening and relational skills
- Increased confidence and clarity
- Space to reflect and reset



For teams

- Stronger trust, psychological safety and connection
- Improved communication and constructive dialogue
- Shared ownership, accountability and alignment
- Better decision-making and more effective working practices
- Renewed energy and common purpose
- A healthier culture that ripples across services



For the organisation

- Early intervention that prevents escalation
- Stronger team performance and reduced friction
- Enhanced collaboration across services and systems
- Stability during transformation, LGR, political shifts or service redesign
- A tangible contribution to a coaching-led culture, aligned with our wider **Public Sector Coaching and Mentoring Pool** ambition

Format & Structure

- Typically 4–5 coaching sessions, each 2.5–3 hours
- 5–10 participants, every 4–6 weeks
- Includes sponsor pre-meetings and participant communication

Every session models our coaching principles:

open questions, curiosity, appreciation and spaciousness.

Pre-Work and Optional Enhancements

Included

Sponsor/manager meeting to shape focus and outcomes.

Clear contracting around purpose, confidentiality and expectations.

Optional (additional cost)

1:1 reset conversations to understand context, build rapport and assess readiness.

Light-touch diagnostics to surface themes around trust, communication and system pressures.

WHEN TEAM COACHING IS APPROPRIATE

It's ideal when:

- relationships feel stretched
- trust has dipped
- a team needs to reset after conflict
- external pressure is affecting day-to-day dynamics
- a new configuration of people need to form quickly and well

Themes may include:



Ways of working and shared expectations



Resetting after tension/conflict



Priorities, planning and focus



Team dynamics and psychological safety



Trust and communication



Strengths and working styles



Culture, behaviours and accountability



Navigating community or political pressures

Crucially, team coaching often surfaces wider organisational patterns. Boundaries are agreed, but high-level themes can be shared with sponsors to support system-level learning.

READINESS FOR TEAM COACHING?

This is where poor commissioning decisions often get expensive.

Drawing on the insights from our team repair work, readiness determines whether coaching lands or stalls. Teams are ready when they can:

- Engage with curiosity rather than blame
- Tolerate differing viewpoints
- Take some ownership of their part in the dynamic
- Commit to doing the work between sessions

When they're **not** ready, we often see:

- Defensiveness or avoidance
- Ongoing live conflict or repeat formal HR process initiation
- Unresolved historic issues
- Expectation that “the facilitator will fix us”

In those cases, we would recommend a Team Reset & Readiness process first (diagnostic conversations + facilitated reset), based on our emerging framework. It protects your investment and sets the team up to benefit from coaching, not resent it.

GROUP COACHING (Cross-Team or Cross-Organisation)

Group coaching can bring together colleagues working across different teams, services or partner organisations to explore shared challenges (e.g. SEND, regulatory complexity, place-based working). But its greatest strength often comes when participants don't share the same challenge at all. Bringing together colleagues from different teams, services or organisations - people who are “chalk and cheese” in role, context, or perspective - creates a uniquely powerful dynamic:

- Fresh, clean perspectives unclouded by local politics or history
- Honest challenge without baggage
- Insights that cut through assumptions
- Creative solutions sparked by completely different systems
- Psychological safety because participants are not entangled in each other's day-to-day
- Greater empathy and system awareness – “I hadn't realised your world looked like that”
- A chance to pause identity (not “the Service Manager for X”, but just a human thinking in a circle)

Participants often find that someone who knows nothing about their service helps them see the thing they've been stuck with for months. Instead of shared challenge being the glue, it's the shared experience of thinking well together.

This approach is particularly powerful for:

- ✓ Leaders in transition
- ✓ Managers carrying emotional load
- ✓ Siloed teams needing cross-cutting understanding
- ✓ Complex systems work (SEND, community safety, regeneration, ICB-Local authority partnerships)
- ✓ Councils wanting to build alignment without formal restructure

You get perspective without politics.
Honesty without hierarchy.
Insight without the history.



WHO WILL LEAD THE WORK?

We draw from our pool of level 7 accredited coaches, all deeply experienced in senior and complex public sector contexts.

These are the same calibre of practitioners trusted to deliver our Executive Coaching offer, including former Chief Executives, Directors, Section 151 Officers, senior leaders and specialists with expertise in conflict resolution or systemic coaching.

They understand:

- political nuance
- transformation pressures
- LGR and devolution
- hybrid dynamics
- regulatory/accountability environments
- cultural complexity
- the emotional load of public service leadership

By way of example, here's [Gayle Hudson](#) who is already supporting organisations in this space.

Find out more: info@wmemployers.org.uk

Part of Something Bigger:

#BuildAWindmill

As part of our broader Leadership & Organisational Development offering, our team- and group-coaching service joins our suite of solutions designed to help you build capability and resilience across every level of your organisation.

Whether you're aiming to navigate change, embed new ways of working, or bring leadership closer to operational teams, this is more than coaching: it's part of a long-term, integrated strategy to grow talent, build connection and future-proof your workforce.

Find out more at
[wwwemployers.org.uk/our-services/
leadership-organisational-development/](https://wwwemployers.org.uk/our-services/leadership-organisational-development/)

