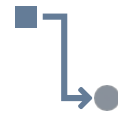


Team reflection

Team reflection helps employees of VVT organisations deal with intense and/or persistent stressful events in order to reduce the impact of stress, recover from stress faster and more effectively, and keep yourself and each other from breaking down.



The



approachEffect of Team Reflection



Setting up questions

Basis of Team Reflection

The approach consists of two meetings and a 'buddy track'. Team Reflection was launched as a pilot in spring 2020 and deployed at over ten VVT organisations in the Brabant region from autumn 2020.

The following are essential elements of Team Reflection:

- A physical meeting with the team
- Starting with a check-in discussing how everyone is doing - with independent guidance and with a focus on being open and honest
- Explaining the upside and downside of stress
- Buddy talks in which you discuss personal matters (structurally) with a partner
- A follow-up (meeting) for the team

The effect of Team Reflection

- Participants and team managers are generally positive and experience the meetings, especially by sharing their story and emotions as valuable, but sometimes heavy
- Team reflection creates space and provides tools to start the conversation with each other about events and emotions that are play at work and privately, including after the meetings
- Participants understand the importance of understanding stress and the value of the buddy approach, but have varying levels of enthusiasm

On the possibilities for implementation/application in daily practice The intended results of Team Reflection (see effect chain on p. 9 research report) are largely achieved. Participants regularly feel relief after the meeting, have a better understanding of (the consequences of) stress and how to deal with it.

Many participants experience greater understanding and support for each other

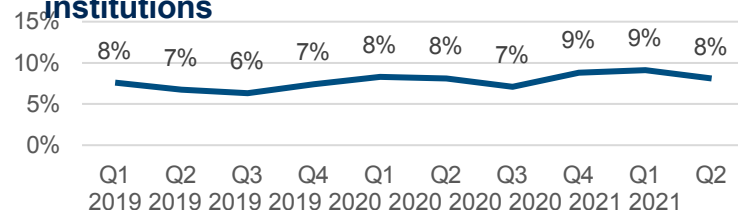
Application of Team Reflection varies

Depending on the purpose an organisation wants to achieve with Team Reflection, the set-up varies. Click here through to the discussion of the following topics in the report:

- For which subjects and teams do you want deploy the approach?
- How do you create support among employees?
- Do you choose internal or external trainers?
- Who will implement and execute the approach in the organisation?

The following page describes the

Average absenteeism rate in VVT institutions



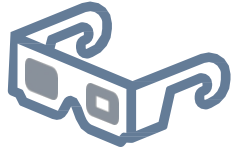
Reflection on the approach

Care workers often do not take good enough care of themselves; the client or resident comes first. On top of this, turnover and absenteeism in the sector is high, with absenteeism averaging as high as 8%. Many organisations in the sector are currently working on a culture change, with a greater focus on employee job satisfaction and health. The Team Reflection approach is a useful tool that can be used for care staff in this context; to reflect on (intense) events and to take stock of what employees and teams need. Based on this study, we conclude that Team Reflection is a promising approach that teaches staff to consciously reflect on and cope with violent events.

Roadmap for implementation

What steps can an organisation take to make Team Reflection well established and secure a structural commitment in an organisation - to successfully implement the approach?

1



Setting vision

- Establish a broad vision, partly aimed at increasing job satisfaction and reduce turnover and absenteeism - have these consistently reflected in the organisation's actions
- Let the application of Team Reflection match the broad vision and context of your organisation ('couleur locale')
- Think about topics and teams for which you want the approach to be deploy. For instance, deploy the approach in the event of violent incidents or structural challenges. Depending on the deployment, also choose internal or external trainers.

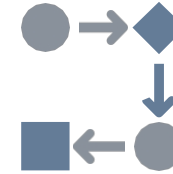
2



Shared urgency

- Communicate the added value of the approach within the organisation - consensus
On the importance of Team Reflection helps implementation
- It helps if directors are actively engaged within their organisations in the approach and naming the importance
- Support from team managers/coaches and employees with 'organisational perspective' is decisive - take them through the background, workings and purpose of Team Reflection, for example in a meeting;
- Create support among participants by clearly communicating about the approach and by deploying ambassadors (e.g. colleagues)

3



Action plan

- Establish a clear plan of action with responsibilities and tasks for the 'project structure', organisation and follow-up of meetings
- Delegate implementation to an enthusiastic HR officer or team coach - with sufficient focus on internal and external communication
- Draft a clear communication text that allows team managers to clearly will be told what their role is in implementation and organisation; and where to go with questions
- Make clear agreements with the team manager on the organisation of the first and second meetings

4



Follow up

- Follow up on Team Reflection, e.g. by holding the meetings
use (i) as an inventory of a team's support need(s) or (ii) by using the approach periodically for joint reflection (once every 6 - 12 months)
- Ensure sufficient skills and means of securing the effects - employees need sufficient time and encouragement from team managers for (ongoing application of) reflection
- Training internal trainers has added value when an organisation want to organise meetings more often or have many teams participate

