

# Models of External Organisational Supervision

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Model	Focus	Approach	Benefits
<b>Developmental</b> (Proctor, Hawkins & Shohet)	Growth & reflection	Multiple lenses: learning, ethics, wellbeing	Builds capability, reflective practice, resilience
<b>Clinical / Professional</b>	Safe, competent practice	Field-specific supervisor ensures standards & ethics	Protects clients, ensures ethical accountability
<b>Executive / Leadership</b>	Complexity & strategy	Blend of coaching + ethical reflection	Supports leaders, improves decision-making clarity
<b>Group / Peer</b> (Externally facilitated)	Shared reflection	Structured discussions guided by external facilitator	Normalises challenges, reduces isolation, collective learning
<b>Systemic / Integrative</b>	Organisation as system	Attention to power, culture, external pressures	Surfaces patterns, aligns practice with wider context