

REFLECTION AS A TOOL FOR SUCCESS

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IN PAIRS OR SMALL GROUPS – 10 MINS

- What does the term reflective practice mean to you?
- What sort of things might it be useful to reflect on in the workplace?
- How much time do you currently spend reflecting?
- Does anything get in the way?





DEFINITION

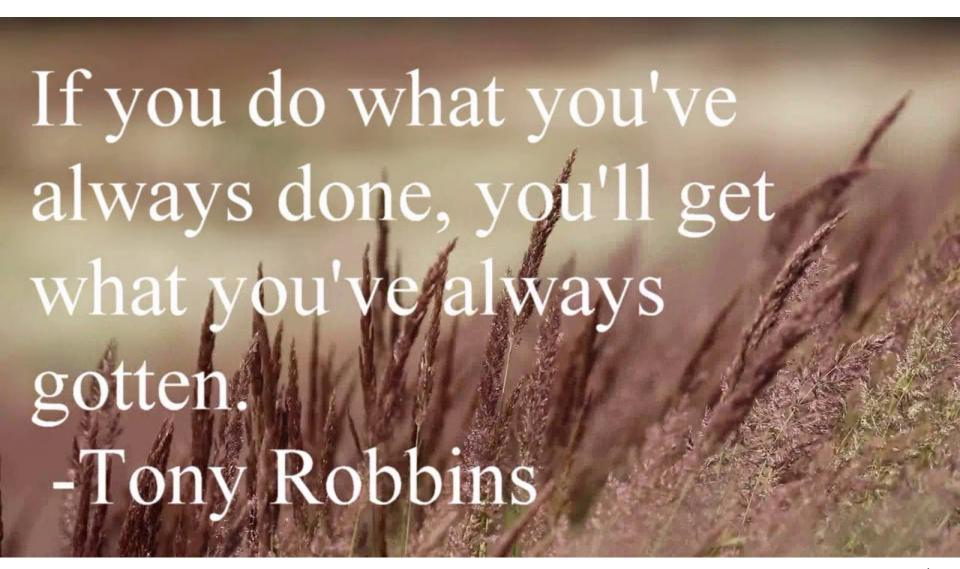
"Reflective practice is the ability to reflect on one's actions so as to engage in a process of continuous learning"

(Donald A. Schön, The Reflective Practitioner)

"Reflection is different from simply recalling an event, or even discussing a day at work with a colleague. The benefits of reflective practice are many and varied. It can lead to an analysis of actions in such a way that it can become evident how things might have been done differently, or equally the recognition that things are done well and should be repeated."

(Hogston and Simpson 1999)







IMPORTANCE OF REFLECTIVE PRACTICE

- The foundation of professional development which deepens learning
- Increases self-awareness and emotional intelligence
- Identifies personal and professional strengths & areas for improvement
- Enhances decision making
- Increases opportunities to innovate
- Benefits to individuals and wider organisation

"We do not learn from experience... We learn from reflecting on experience"

- John Dewey



UNDERSTANDING YOURSELF IS KEY!

- Consider what's important to you our values reflect our motivations
- Together with our beliefs, they are the main factors that drive our decision-making, actions and behaviours
- Take a personality type questionnaire e.g. the MBTI or Insights Discovery (there may be a cost attached)
- Or take the free online Barrett Personal Values Assessment <u>http://www.valuescentre.com/our-products/productsindividuals/personal-values-assessment-pva</u>
- The Johari window is a useful tool for self-reflection



JOHARI WINDOW (Size of each window varies)

| | Known to me | Unknown to me |
|----------------------|-------------|---------------|
| Known to others | | |
| Unknown to others | | |



Known to me Unknown to me Public Known to others **Unknown** to others



Unknown to me Known to me Public Known to others Unknown Private to others



Known to me

Unknown to me

Public Blindspot

Unknown to others

Private



Known to me

Unknown to me

Known to others

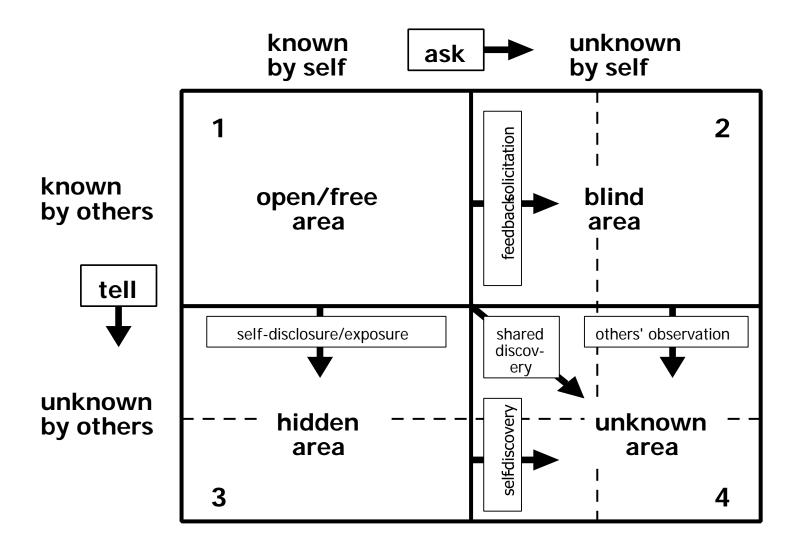
Public

Blindspot

Unknown to others

Private

Unknown





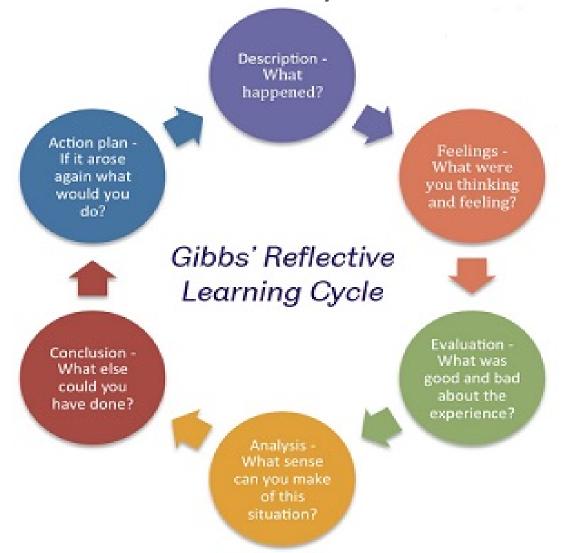
IN PAIRS/GROUPS - 5 MINS

Who could you ask to help complete your window?

How might the Johari Window be useful to you and your team?

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REFLECTING ON EVENTS/EXPERIENCES





AFTER ACTION REVIEW

"The Army's After Action Review (AAR) is arguably one of the most successful organizational learning methods yet devised" Peter Senge

"An After-action review (AAR) is a discussion of an event that enables the individuals involved to learn for themselves what happened, why it happened, what went well, what needs improvement and the lessons learnt. The AAR seeks to understand the expectations of all those involved and provides insight into the events and behaviours in a timely way with the learning leading to personal awareness and action."

Steve Andrews, UCLH Foundation Trust, 2008



AFTER ACTION REVIEW

The key features and the 4 questions

The "action"
under review
might be a
scheduled
activity, or an
unexpected
event



AAR differs from other debrief techniques by using 4 key questions to enable participants to explore individual and group assumptions



The AAR is facilitated by a trained "conductor" who was not involved in the "action"



conductors
are trained to
use a clear
set of ground
rules to
create
psychological
safety and to
promote
learning



All those who were involved in the "action" or experience are invited to the AAR

1. What was EXPECTED?

Before the event, what was the objective, plan or expected outcome?



2. What ACTUALLY happened?

Each participant describes what they did, saw or experienced during the event



3. WHY was there a difference?

Why was there a difference between the expected outcomes and the reality of the moment?



4. What was LEARNED?

Learning is the prime action within an AAR. What will be different next time?



AFTER ACTION REVIEW

The Four Questions

What was EXPECTED?

Before the event, what was the objective, plan or expected outcome?

It could be a shared plan, a formal agreement, a guideline, a personal expectation, or simply regular practice.

WHY was there a difference?

Why was there a difference between the expected outcome and the reality of the moment?

Check if expectations were properly shared and what constraints on people, time or resources prevented expectations being realised.

What ACTUALLY happened?

After the event each participant describes what they did, saw or experienced during the event.

Explore the facts, while acknowledging the perspective and feelings of others.

What can be LEARNED?

Learning is the prime action within an AAR. What will be different next time? What would we keep the same?

It may be a change in practice or policy, or a change in attitude, behaviour, shared understanding or greater insight. Direct the collective wisdom to improving future performance.



BEFORE ACTION REVIEW

The Four Questions

What are our intended results?

What is the purpose of our work together?

What do our senior leaders expect of us?

What does the project brief say our end result should be?

What do we want our end result to be?

What have we learned from similar situations?

What have we learned that will help us deal with these challenges?

What behaviours helped me/us before?

What is the advice of others who have done this?

What resources have we found helpful before?

What challenges can we anticipate?

What do I expect to be problematic?

What do we need to know that we don't yet know?

What 'soft' intelligence might be helpful to share?

What got in the way last time?

What will help deliver success?

What do I think will make us successful this time?

What will help us work more effectively together?

What do we need to do first?

What resources do we

Who do we need to share this with?



IN PAIRS/GROUPS - 5 MINS

When might you use an after or before action review in your role/workplace?



Time to

THINKING PAIRS (NANCY KLINE)

- Technique taken directly from Nancy Kline's work
- A fundamental component of the Time To Think© process
- The quality of everything we do depends on the quality of the thinking we do first
- If our thinking is good, our decisions are good, our actions are good, our outcomes are good
- Nancy argues that our full attention is generative and allows people to think well
- No interruptions allow silences!
- Creates space for powerful reflection



FINAL REFLECTIONS

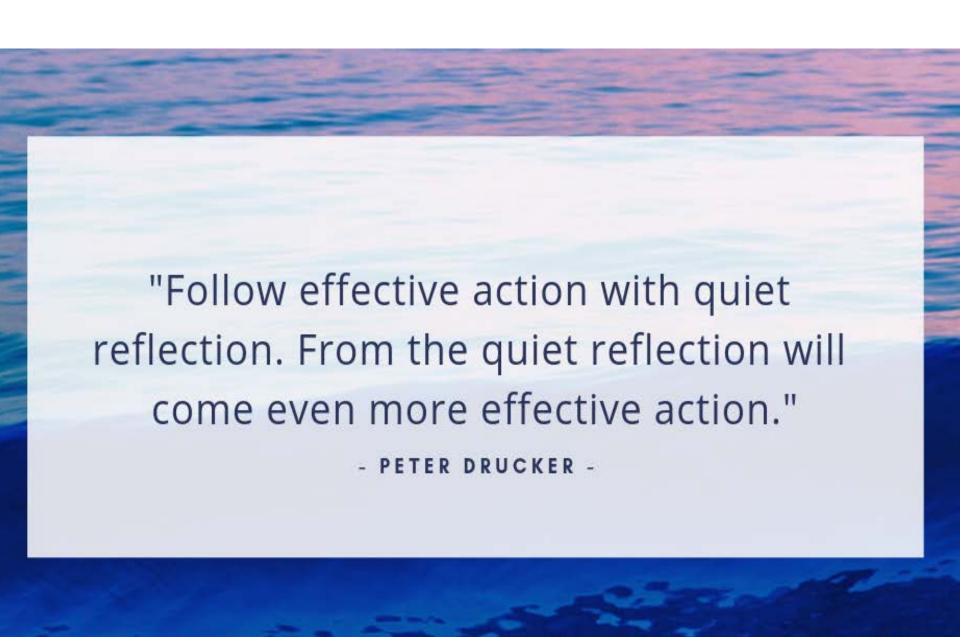
In pairs - speaker and listener

Speaker – 3 mins to reflect on the following:

- What are YOUR key take-home messages from today's session?
- How will YOU use these to develop your own reflective practice?
- What else could you do?

Listener – Just listen without interruption! Notice what happens...







Further reading

Schön, Donald A. (1983) The Reflective Practitioner: how professionals think in action. New York: Basic Books

Kline, Nancy. (1999) *Time To Think – Listening to ignite the human mind*. London: Cassell Illustrated





YOUR QUESTIONS

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