

Reflective Practice for Managers and Teachers

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Agenda

- What is reflective practice?
- Why is reflective practice a good idea, and how does it fit into the learning organisation?
- A chance to reflect
- Reflecting on the reflection ☺
- So what? Some ideas for introducing reflective practice into our own development and our organisations

Transylvania





Task

- ☐ What is reflective practice?
- ☐ Do you reflect on your work? How?



The Learning Organisation

Senge's five disciplines

- ☐ Personal Mastery
- ☐ Shared Vision
- ☐ Team Learning
- ☐ Mental Models
- ☐ Systems Thinking



Learning...

...is a process, not an endpoint.



The LTO as LO

Six areas of focus:

- ❑ Shared Vision
- ❑ Communication and feedback
- ❑ Transparency and participatory decision making
- ❑ Team building
- ❑ Reflection
- ❑ Professional Development



Reflection

Give people time to reflect. And give ourselves time too

Individuals reflect upon and learn from their actions (gaining *personal mastery*). Likewise teams within the organisation are expected to reflect upon their work and their actions, and learn from that, transferring those learnings into the wider organisation (team learning, mental models).



Reflection

- As teachers we know the value of reflective practice. How does this work in the management or other professional areas?



A model for reflecting – individual

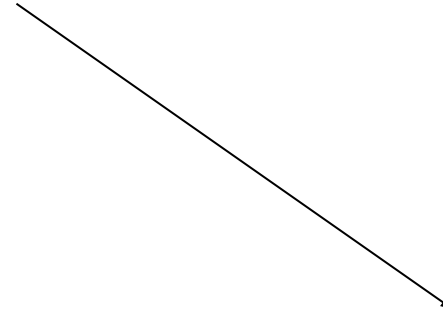
In pairs, work through the questions on the handout



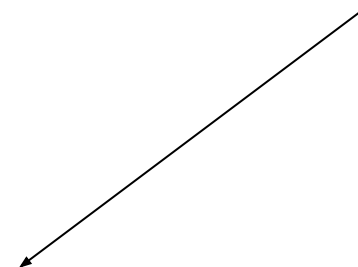
The Reflective Cycle

- ☐ Did you find the questions helpful and useful?
- ☐ Did you gain any insights into the incident in question?
- ☐ Do you have any other observations about the activity?

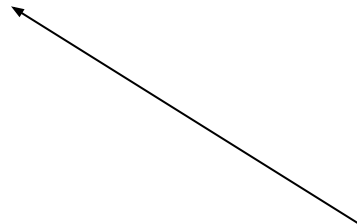
**Concrete
Experience
(CE)**



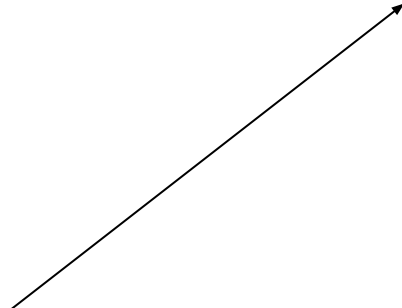
**Observations
and Reflections
(RO)**

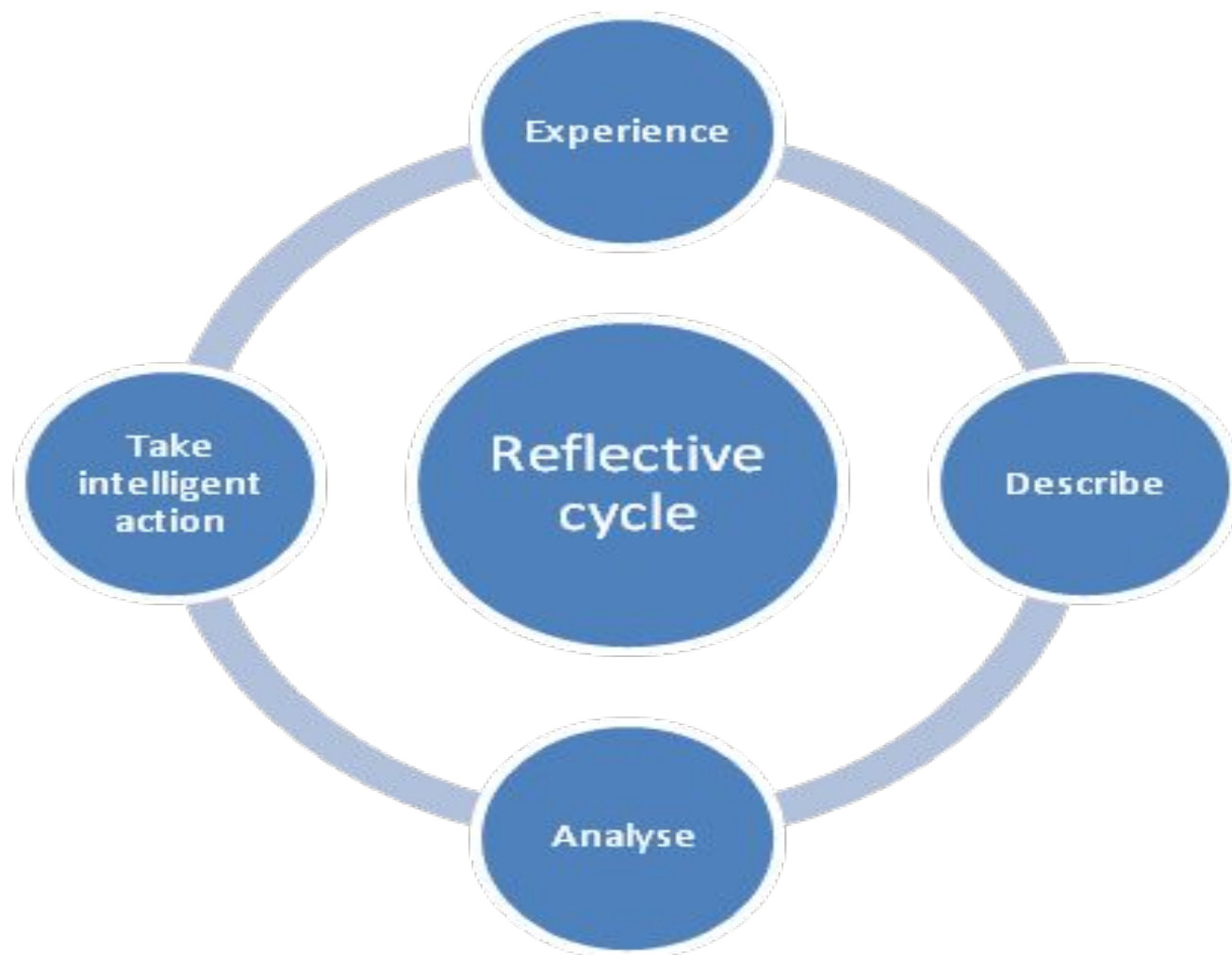


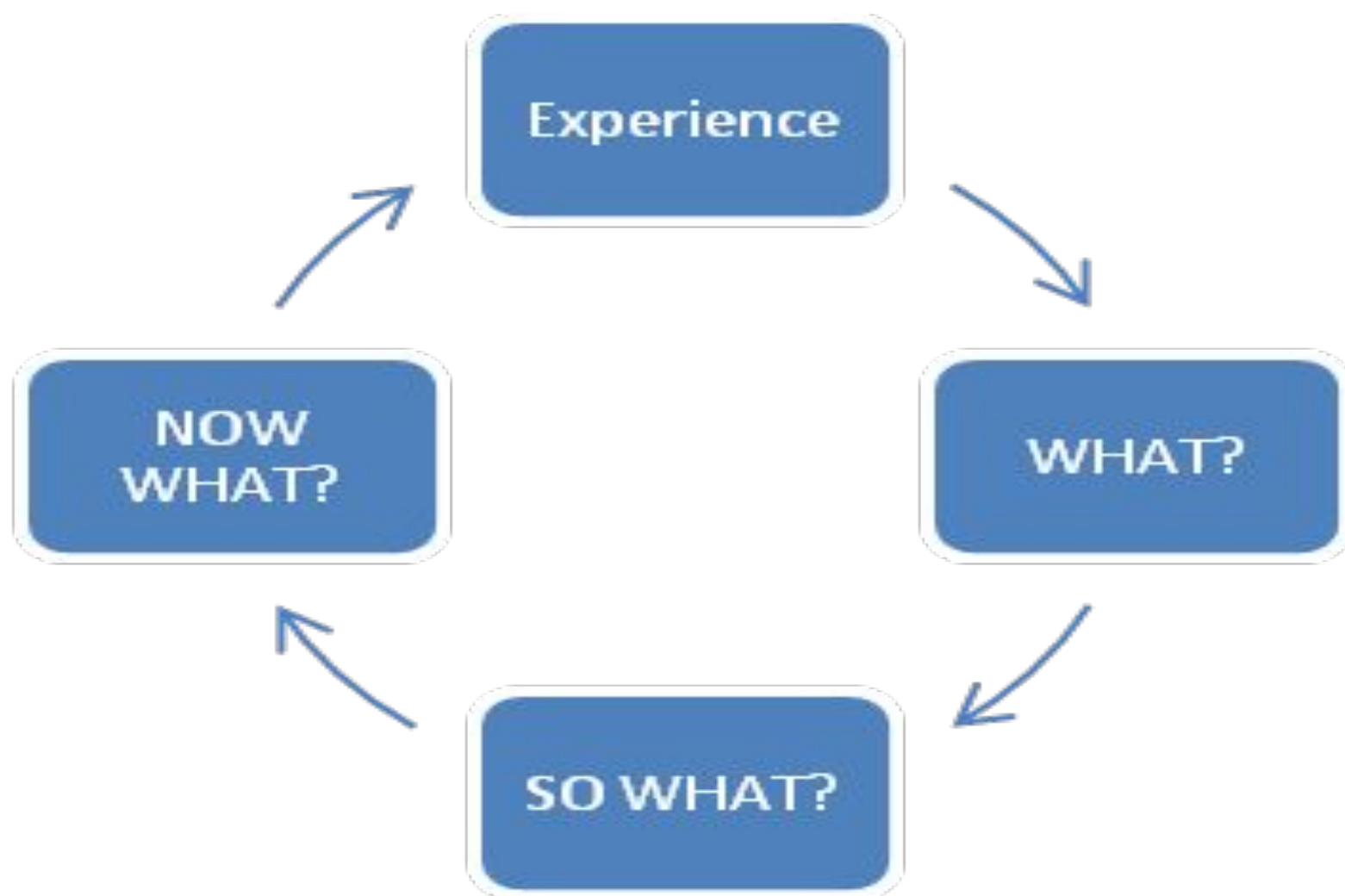
**Abstract
Conceptualisation
(AC)**



**Active
Experimentation
(AE)**









So what?

- Take two minutes to think on your own about how you might make reflective practice more a part of your professional life
- Could you make any commitments to yourself?
- Share your ideas with a partner



Some ideas...

- ❑ Set aside one or two half hour slots per week for reflection
- ❑ Ensure you have no interruptions
- ❑ Work through the same set of questions we saw today
- ❑ Possibly find someone to help you



How can managers help with ensuring reflective practice is more widely practised?

- Think of some ways that managers might help make reflective practice more a part of the workplace culture



Some ideas...

- Run a training session on reflective practice
- Set up a mentoring system
- Make reflection time part of the contract



Team reflecting

- Look at Sydenmaanlakka's model. How does this translate into the real world (and specifically HCT)?
- Team learning/reflecting
- Organisational learning/reflecting