

THE DEVELOPING MANAGER: THE ROLE OF REFLECTION



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"No, I haven't seen the minutes."

Years of Teaching

1–3

Themes/Phases

Career entry 'Survival' & 'Discovery'



4–6

Stabilisation



7–18

Experimentation/
'Activism'

Reassessment/
'Self-doubts'



19–30

Serenity/Relational distance

Conservatism



31–40

Disengagement
'Serene' or 'Bitter'

CAREER CYCLE

Huberman's themes of the teacher career cycle (1992, p. 127) cited in Garton and Richards (2008, p. xv)





REFLECTION

“Being reflective assists
teachers’ lifelong
professional development
enabling them to critique
teaching and make
better-informed decisions.”

(Burton 2009, p.298)



REFLECTION FOR MANAGERS?



Gray (2007, p. 498) refers to reflection as the “prime process of management development.”



Hedberg (2009, p.10) notes that reflection is an often neglected, but “important tool for practising managers as they work in chaotic, ambiguous, and busy organisations.”

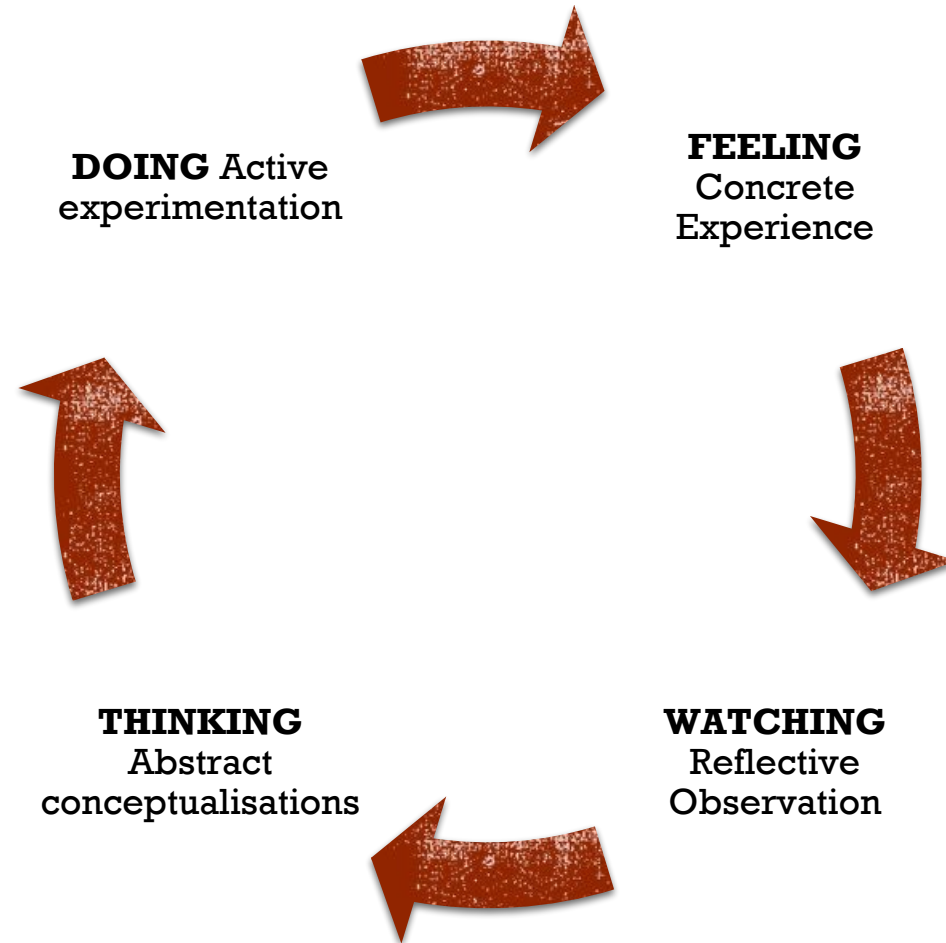


White et al (2008, p.46-47) : “Yet, in our work as managers we often forget the importance of giving ourselves time to reflect, being constantly concerned with fighting fires or responding to crises.”



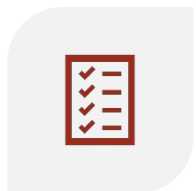
EXPERIENTIAL LEARNING CYCLE

“Reflection is a natural, and essential, part of the learning process.” (Hedberg 2009)



Kolb's (1984) Experiential learning cycle





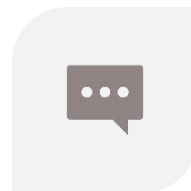
ROUTINE TASKS



MEETINGS – 1-TO-1,
DEPARTMENTAL,
BOARD MEETINGS



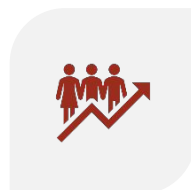
CONVERSATIONS



INTERVIEWING



GIVING & GETTING
FEEDBACK



PERFORMANCE
APPRAISALS

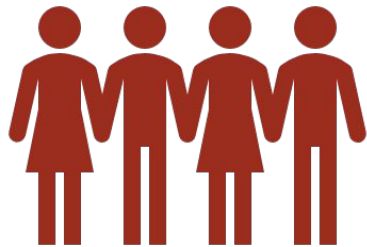


SCHOOL POLICIES,
PROCEDURE OR
PROCESSES

STEP 1: WHAT TO REFLECT ON



STEP 2: REFLECTION TOOLS



Individual & group activities



Hedberg's Conceptual Map



ALONE OR WITH OTHERS?

Examples of different types of individual reflection and that done with a helper/mentor, or in a group.

Daudelin (1996)

Examples of solitary reflection

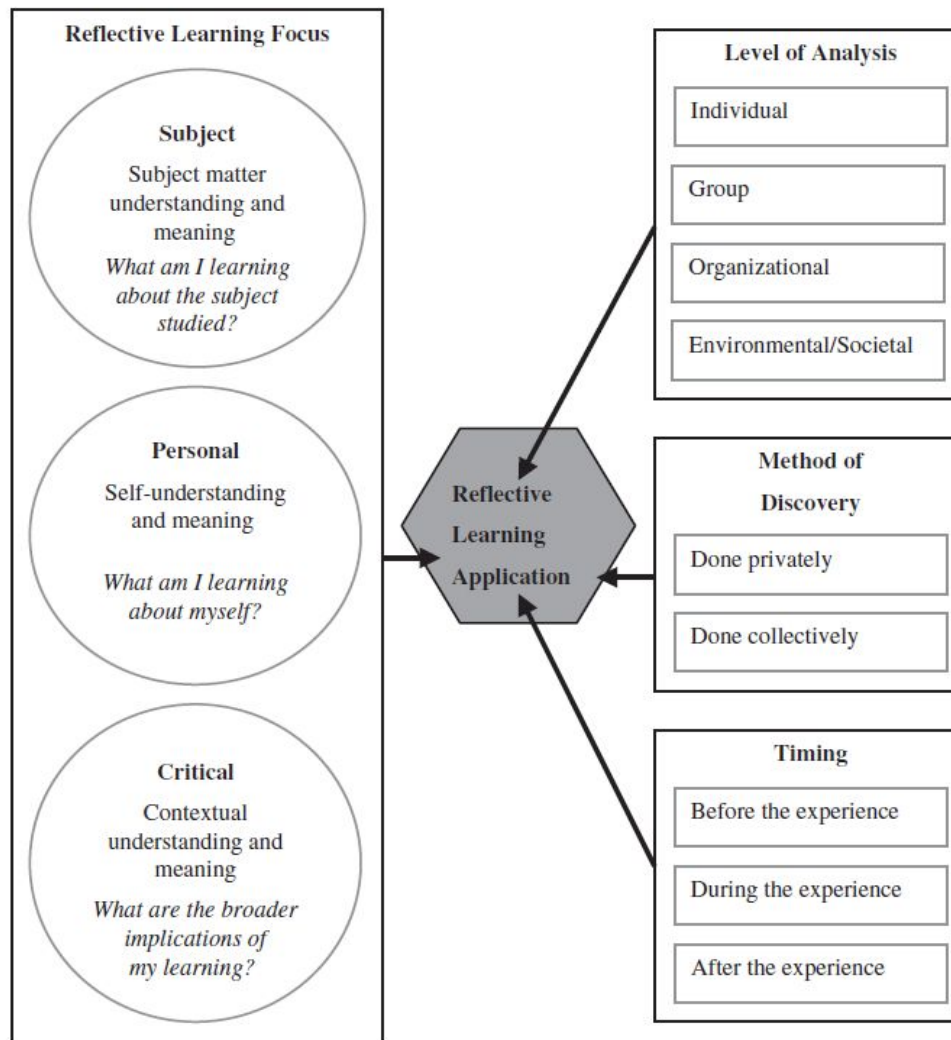
- Spontaneous thinking during rhythmic, repetitive, mindless physical exercise (jogging, swimming laps, mowing the lawn) or routine habits (driving an established route, showering, shaving)
- Meditation
- Prayer
- Journal writing
- Business writing (project reports, professional papers, evaluations)
- Assessment instruments

Examples of reflection with helper or small group

- Performance appraisal discussions
- Counseling sessions
- Individual or group therapy
- Problem-solving meetings
- Project review sessions
- Informal discussions with friends/colleagues
- Interviews
- Mentoring
- Feedback discussions



Conceptual Map of Designing a Reflective Learning Application

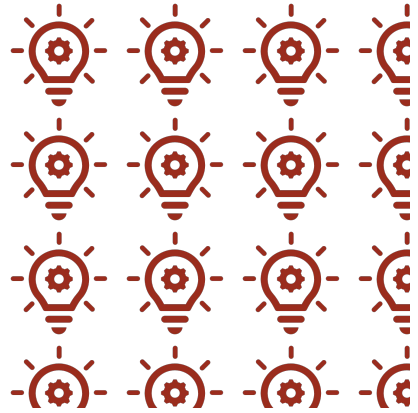


CONCEPTUAL MAP

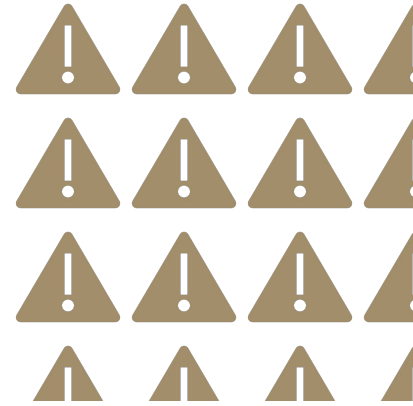
Conceptual Map of
Designing a Reflective
Learning Application
(Hedberg 2009, p.14)



STEP 3: HOW DO I REFLECT



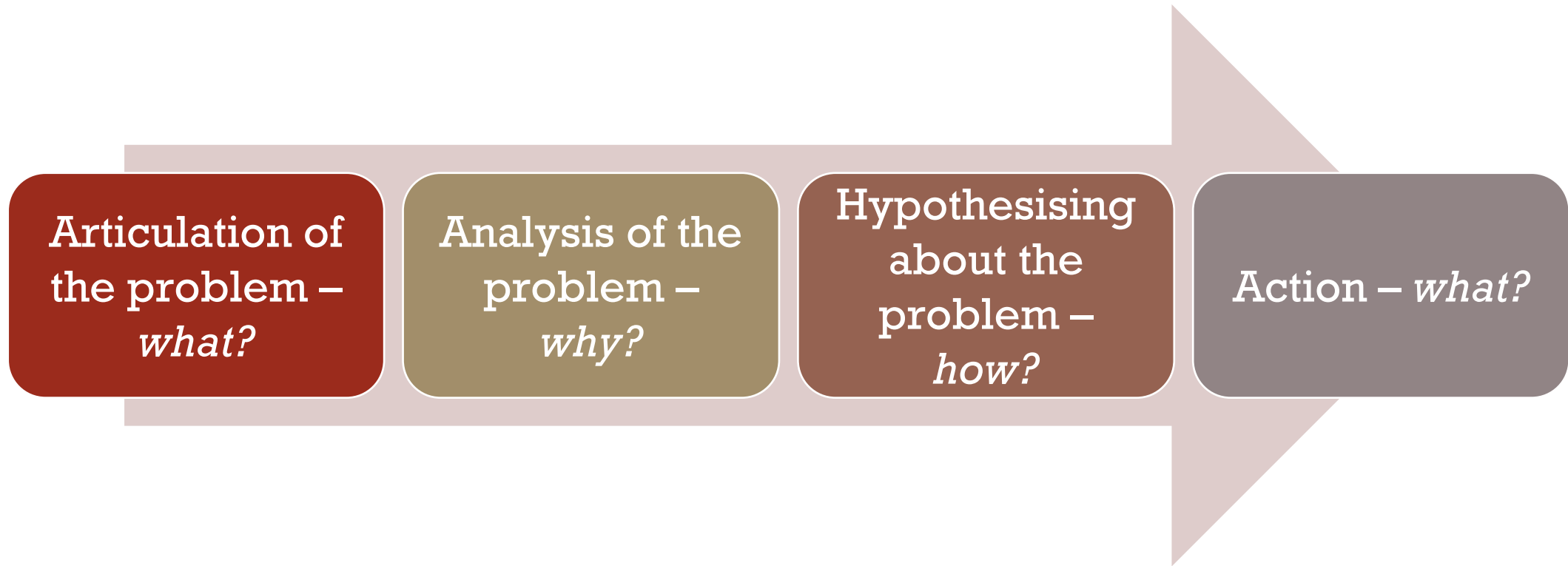
The power of questions



Critical incident analysis



THE POWER OF QUESTIONS





Orientation



Complication



Evaluation



Result

CRITICAL INCIDENTS ANALYSIS



STEP 4: KEEP A RECORD

- Burton (2005) – a lot of learning is being lost as it isn't documented in writing
- Burton (2009, p.303) – “writing is a composing process which means that it actually involves reflection.”
- Mann and Walsh (2017, p.129) – “believe that written forms of reflection are important, providing that opportunities for written reflection are structured in a purposeful way.”



Schedule	Schedule time into your calendar for individual reflection
Time	Set a time limit and be realistic
Go	Go somewhere quiet (for solitary reflection)
Plan	Plan your reflection
Bring	Bring reflection into team meetings/ 121
Keep	Keep a record of what you've learnt
Share	Share what you've learnt with someone

TIPS FOR REFLECTION



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