

Reflective Practice Skills:

A practical workshop for HR specialists

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Today's agenda

- Welcome and Introductions
- Overview: What is Reflective Practice and why is it important
- Example of Reflective Practice in action - what does it look like?
- Elements of Reflective Practice
- Tools and Resources for Reflective Practice
- Review and Action Planning
- Closing Comments and Adjourn

Introductions

- Name
- Organisation and Role
- Why did you choose this workshop?
- What do you hope to get from this experience?



What is Mindfulness and Reflective Practice?

Mindfulness is:

- ‘Paying attention in a particular way: on purpose, in the present moment, and non-judgmentally’ Jon Kabat-Zinn
 - A form of mind training
 - A way of being...
 - And a way of doing

Reflective Practice is:

- A process of analysing a scenario or situation for the purpose of improving one's own practice

Why the interest?



Why is it important for organisations?

- Changing how employees feel
 - Stress management programmes
 - Well-being at work initiatives
- Changing behaviours and performance
 - Employee development programmes
 - Leadership development programmes
 - Coaching
- Changing how employees think
 - Corporate social responsibility
 - Ethics

Workplace example: Transport for London

- Mental health issues affecting sickness absence
- Stressors included lone working, customer complaints, shift work, suicides, violence, on-going organisational change
- Stress Reduction Programme:
 - eclectic mix of mindfulness techniques
 - 2 hrs a week for 6 weeks for 6 to 10 per cohort
- Results reported in 2012:
 - 71% drop in absenteeism for stress, anxiety and depression after 3 years
 - 84% report 'relating to others better'
 - 82% report increased exercise
 - 77% report improved diet

Workplace example 2: IF Insurance

- Results after 4 months of mindfulness training with reflective practice:
 - 88% experienced a highly increased ability to stay focused on their task.
 - 76% experienced a sharp rise in co-operation and positive relationships within teams.
 - 65% experienced highly personal enhanced efficiency and productivity.
 - 59% experienced highly increased ability to counteract stress.
 - 59% experienced better relations with family and friends.

(Evaluation conducted by external evaluation consultancy, Health Group)

‘I am very busy and have always looked for a tool that could help me live a more balanced life...’

(E B, Account Manager)

‘...all participants reported improved ability to focus, increased productivity, better cooperation and less stress.’

(H M, Head of Risk Management)

Why is it important for HR Professionals?

- The HR, OD and L&D functions are in the midst of fundamental changes to their structure and role.
- HR functions are traditionally good at providing and allocating organisational resources to support others, but poor at allocating resources to themselves.
- We believe that it is time to change this. HR people deserve expert support too to make these role transitions and function more effectively.
- The HR function benefits as more strategic ways of working are embedded and targets achieved.

Benefit is more 'brain' power

- Improved **cognitive flexibility**
- Increased **working memory capacity & reduced mind wandering**
- Reduction in **'sunk cost bias'**
- Improved **insight problem-solving and creativity**
- Improved ability to **not get stuck in the past**
- **Faster, more rational decisions**
- **Think more strategically**
- **Access to more data (from ourselves and others)**

Goal of reflective practice

- The goal of reflective practice is to integrate mindfulness into daily life, to improve outcomes and affect by increasing:
 - Situational Awareness
 - Resilience
 - Productivity and Effectiveness
 - Clarity and Focus
 - Interpersonal Communication

Your turn

If there were one thing you could change about yourself to be more mindful in your professional life, what would it be?



Discuss with a partner



Coffee break

Elements of reflective practice:

■ Awareness

- Being cognizant; having knowledge or consciousness

■ Intention

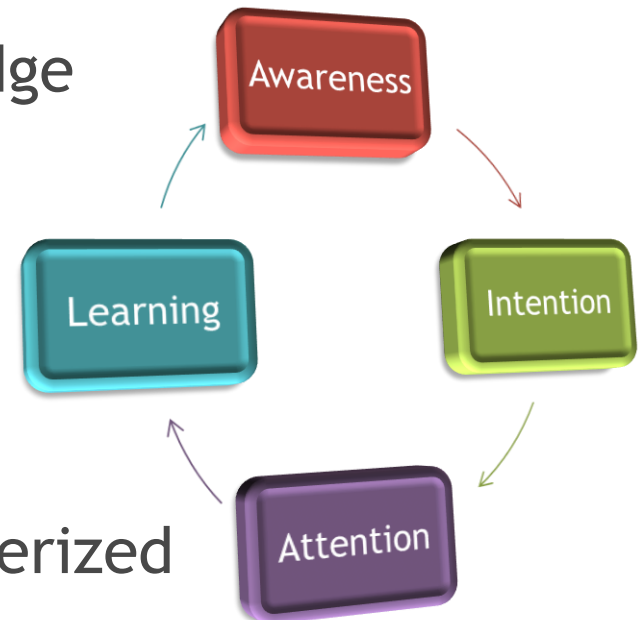
- Purpose, determining a desired action, outcome or result

■ Attention

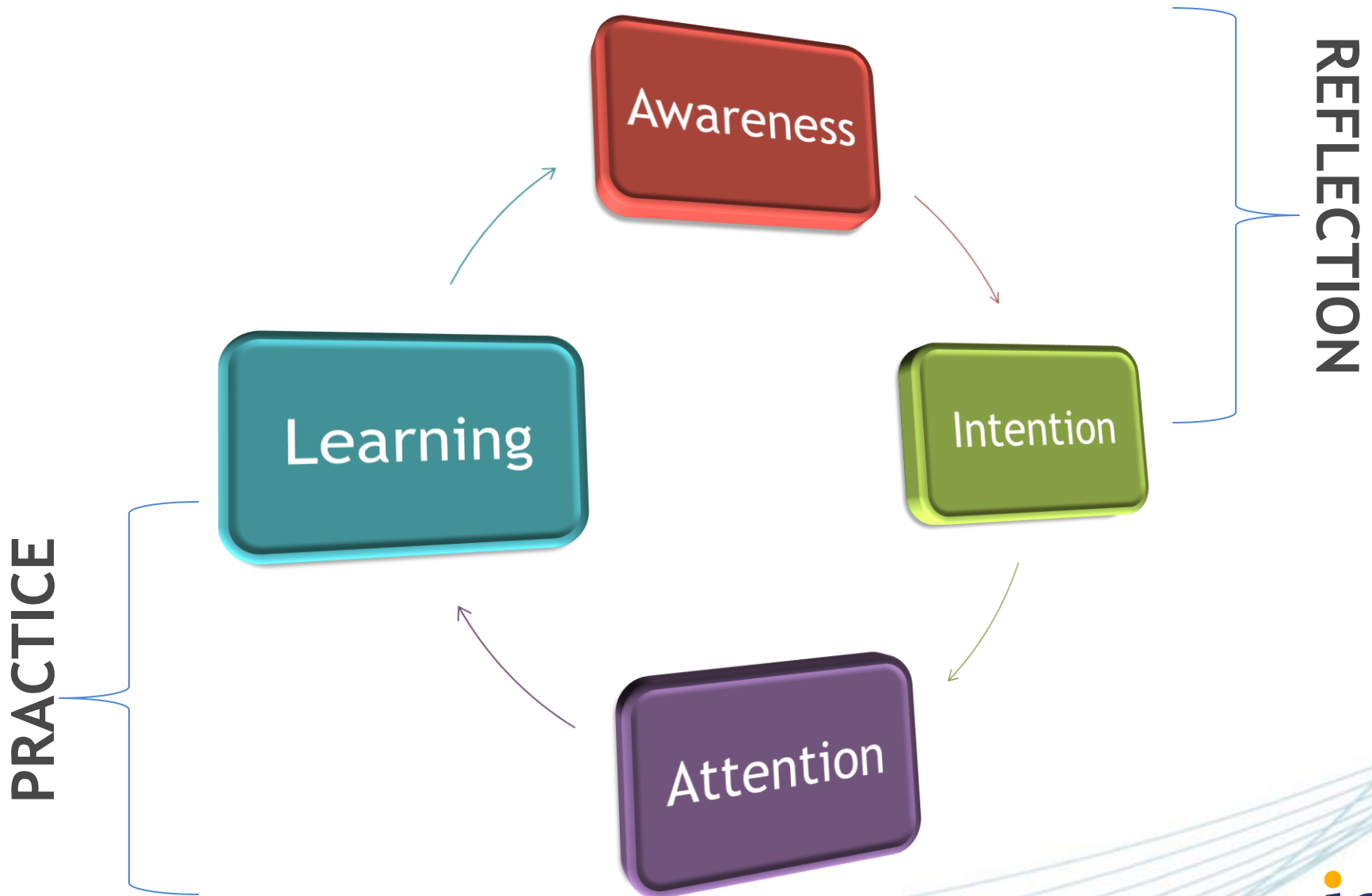
- A state of consciousness characterized by concentration

■ Learning

- Modification of behavior through practice, training, or experience



How reflective practice works





Your turn

Identify a situation where you are aware that you need to act differently in order to be more successful or effective in your HR role:

- What are the conditions or circumstances?
- Who is involved (besides yourself)?
- What is the behavior you would change? How could you be more effective?



Discuss with a partner

Tools for reflective practice

- Planning
- Checking In (with others and yourself)
- Reviewing (verbally or in writing)
- Observing (self and/or others)
- Modeling (with someone who does it well)
- Reflective Contemplation (meditation)
- Positive Thinking
- External Cues and Reminders (ie Smartphone apps, wearing your watch on opposite wrist, etc.)

Ideas for reflective writing

- Write a professional mission statement for yourself
- Compare yourself to an admired colleague or leader (past or present)
- Write and analyze a dialogue between yourself and a difficult colleague
- Draw a picture of yourself as a HR Specialist
- Choose an animal or a color or an inanimate object to describe yourself as a HR Specialist



Questions to stimulate reflection (1):

What happened?

- What took place?
- What do your peers / colleagues think took place?
- What do your employees and managers think took place?
- What worked really well?
- What needed improvement or change?

Why did it happen?

- What were the factors contributing to the success / problem?
- What assumptions, beliefs, motives and emotions were involved from you, your learners and your peers / colleagues?
- What theory can you recognise in what took place?
- What external factors had any effect?

Questions to stimulate reflection (2):

What can be done?

- What are the possible ways to improve?
- How could you use some of the success factors in your HR practice?
- How do your peers / colleagues think you could use some of the success factors in your HR practice?
- How do others think you could use some of the success factors in your teaching?
- What ways forward are there?
- Which parts of the changes are the most straightforward / least straightforward?
- How will this affect your professional situation?

Questions to stimulate reflection (3):

What will be done?

- What action will you take?
- When will you take action?
- What impact do you believe it will have on you, your learners and your colleagues?

What were the results?

- What impact did the action/s have?
- How do you know?
- How can you evidence the impact?

What will you do next?

- What may you do differently next time and why?
- What will you do next?

Additional resources

■ Books

Chaskalson, Michael (2011) *The Mindful workplace*

Senge, Peter (2006) *The Fifth Discipline: The Art & Practice of the Learning Organization*

Zinn, John Kabat (2005) *Wherever You Go, There You Are*

Schon, Donald (1984) *The Reflective Practitioner: How Professionals Think In Action*

■ Articles

Mindfulness Can Literally Change Your Brain (Harvard Business Review, January 2015)

Is Mindfulness Good for Business? (Mindful Magazine, April 2013)

How Practising Mindfulness in the Workplace Can Boost Productivity (Personnel Today, 2013)

A Wandering Mind is an Unhappy Mind (Science, November 2010)

■ Courses

Search Inside Yourself (Google's Training Program): <http://siyli.org/programs/>

The Potential project <http://potentialproject.com/offerings>

MindfulnessUK: <http://mindfulnessuk.com/>

London Mindfulness Training <http://londonmindfulnesstraining.co.uk/>

■ Activities

<http://www.the-guided-meditation-site.com/mindfulness-activities.html>

<http://www.self-guided.com/mindfulness-activities.html>

■ Videos

<https://www.youtube.com/watch?v=01Pfs3VuzM>

<http://www.mindful.org/video>

<http://www.cbsnews.com/videos/mindfulness/>

■ Apps for Smartphone:

<http://www.mindful.org/mindful-magazine/mindfulness-apps>

Your turn

Review the situation where you are aware that you need to act differently in order to be more successful or effective in your HR role:

- What tools would help you be more aware of how you are acting in the moment? How would you implement them? How often?
- Who could you ask or check in with about how you are improving? Be more effective?



Discuss with a partner

Review and discussion





Closing comments

- What is your biggest take-away from today's session?
- How will Reflective Practice help you be more effective as an HR Specialist?
- Any other comments?

Thank you

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Worksheet pages

Reflective practice exercise

What are you thinking about or focused on in this moment?

A

B

C

Where does your focus need to be for the task at hand?

A

B

C

Reflective practice activity: situation

Reflective practice activity: tools

Action planning

Description	Understanding	Review	Planning	Action
What happened? How did you feel about it?	Why did it happen? What do the others involved think happened?	What did you do that worked well/not so well? What else could you have done?	What will you do next time? What impact would it have?	Target dates for completion

Development planning

What do I want/need to develop?	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review: