

# Endings.....Beginnings

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*Reflect on your year as a new leader.*

*What's one word or short phrase that describes this year?*

*(if you use a phrase, use hyphen between words, ie, time-to-collaborate)*

## Reflections



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# *New Directors* has been about...

- Professional Development for New Leaders
- Exploring leadership skills needed in your new role
- Developing resources needed in your new role
- Connecting with colleagues needed in your new role
- But, it's *ENDING*.....so, NOW WHAT??

# Leading Others--Beginnings

- Effective leadership of others is primarily function of effective management of oneself
- Effective leadership of oneself begins with self-awareness
- Self-awareness impacts decision making
  - What am I ... thinking?
  - What am I ... feeling?
  - What am I ... doing?

# Reflective Practice

- Reflective Practice is defined by Donald Schon as *“the capacity to reflect on action so as to engage in a process of continuous learning”*.
- Reflective practice is key to growing as a professional and growing in your interactions.



# Why Bother to Reflect?

*No one can give you better advice than yourself!*

*“There is only one corner of the universe you can be certain of improving, and that’s your own self.” Cicero*

*“The unexamined life isn’t worth living” Aldous Huxley*

*“Sometimes knowing where you want to go depends on where you have already been.” Socrates* ●

# Why Bother to Reflect?

(Continued)

- It enables one to determine what works best
- Involves the consideration of the ethical consequences
- There's never just one right answer for a problem—
  - Reflect
  - Reframe
  - Respond
- So that you can improve

# Reflection has to be....

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- Intentional
- Deliberate
- Framed



# Strategy 1: Reflection→Understanding

Purpose: To analyze how a new understanding has developed and the factors that have influenced that understanding to develop

**Think:** Write a short description of one new understanding that you have developed or deepened over this year in the New Leader's Training.

- What process/work took me well beyond what I already knew?
- What confusions emerged and how did I overcome them?
- What factors contributed to deepening my understanding?

**Pair (2 of you!)**

**Share** with your partner

# Why make time to reflect?

- It's all about managing self in order to lead others
- It's all about decision-making
- Especially in the face of difficult-to-manage emotions
- Thus, we need to
  - PAUSE
  - THINK WHAT DO
  - REFRAME, and
  - RESPOND
- Or, said another way.....it involves REFLECTION

# Strategy 2: Tuning Protocol “Beginnings” Reflection

- Comes out of the work of David Allen and Essential Schools research focused on increasing student learning
- Method to do collegial coaching by creating a forum for addressing problems
- Encourages reflective practice
- Uses problem-solving approach
- Reduces isolation among professionals
- Supports and assists new and beginning professionals in their practice
- Builds collaborative norms to enable professionals to give and receive ideas as well as receive assistance

# Tuning Protocol

(from work of David Allen)

- Groups of 5 or 6
  - Select Facilitator
  - Select Timekeeper
  - Select Presenter of work item
  - Need at least 3 or 4 people to give feedback



- INTRODUCTION 2 min:
  - Facilitator briefly introduces protocol goals, norms, and agenda.
- PRESENTER'S PRESENTATION & QUESTION 8 min:
  - **Presenter** provides context for the issue, describing situation, concerns. Specific ex. are important.
- CLARIFYING QUESTIONS 4 min:
  - **Participants ask presenter** clarifying questions (only questions to clarify what was presented).
- EXAMINING THE ISSUE / THINK ABOUT 3 min:
  - **Discussion is between the participants** and focuses on the presenter's question.
- PAUSING TO REFLECT 3 min
  - **Participants** write down feedback items they want to share regarding the presenter's question.
- GIVING FEEDBACK 5 min:
  - **Participants offer feedback.** Presenter is silent. Facilitator may try to give some focus by reminding participants of the presenter's question.
- PRESENTER'S REFLECTION 5 min:
  - **Presenter responds** to those comments/questions he or she chooses to. Participants are silent. Facilitator may intervene to give focus to a response or to clarify.
- DEBRIEF 5 min:
  - Debrief. Should another Tuning Protocol be done? Were there frustrations, misunderstandings, positive reactions that **Presenter** and **Participants** experienced?



# Tuning Protocol

(from work of David Allen)

- Groups of 5 or 6
  - Select Facilitator
  - Select Timekeeper
  - Select Presenter of work item
  - Need at least 3 or 4 people to give feedback (Facilitator does not)

# Facilitators

- Be assertive about keeping time.
- Be protective of Presenter.
- Encourage substantive discourse.

# Norms

- Be appreciative of Facilitator's role.
- Be respectful of Presenter.
- Contribute to substantive discourse

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Remember.....



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# Because...Reflection is...

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**...the capacity to reflect on  
action so as to engage in a  
process of continuous  
learning**



# How do you reflect?

- Do you think about the endings?

*Take time for reflection*

- Do you think about the beginnings?

*Make time for intentional reflections in order to impact plans for next year*



# MASE

- *Beginnings*..... for MASE members wanting to grow personally and professionally in the context of an ongoing collegial conversation

# Remember.....

Power of reflection is key to improving one's performance!

It starts with honest critique of own performance.

It's the most basic (and some contend, the most effective) form of professional development.

Have courageous conversations with others in order to get feedback.

Reflective Thinking will help you get to your "aha" (understanding).

# Strategy 3: Annual Checkup

## “Ending” & “Beginning” Reflection

Adapted from the Inventure Group

- Annual Checkup on alignment between priorities (values) and actions
- Includes Courageous Conversations with a colleagues
- Team w/colleague with whom you have established trust
  - Have a Courageous Conversation, then discuss



# REMEMBER & REFLECT AS YOU END YOUR CURRENT YEAR.

- What was your biggest triumph in this year?
- What was the smartest decision you made this year?
- What one word best sums up and describes your experience for this year?  
Why?
- What was the greatest lesson you learned this year?
- What is your biggest piece of unfinished business this year?
- What are you most happy about completing this year?
- Who were the 3 people that had the greatest impact on your life this year?  
Why?
- What was the biggest risk you took this year?
- What was the biggest surprise this year?
- What else do you need to do/say to be complete over the course of this year?



# USE YOUR REFLECTIONS TO PROMPT CREATING THE NEW YEAR ABOUT TO BEGIN

- What would you like to be your biggest triumph in the year ahead?
- What advice would you like to give yourself for the year ahead?
- What would you be most happy about completing in the year ahead?
- What are you looking forward to learning in the year ahead?
- What do you think your biggest risk will be in the year ahead?
- What about your work, are you most committed to changing and improving in the year ahead?
- What one word would you like to have as your theme for the year ahead? Why?

# Strategy 4: Reflective Questions For Each Day (or Week)

(adapted from D. Eury, J. King, J. Balls)

Did I accomplish what I wanted today?

Was I adequately prepared today to ensure maximum understanding/effectiveness with my team?

What have I done well today and what made it so effective?

What can I do better and what do I need to do to accomplish that?

What was the most important information/skill that I wanted to learn today and is there evidence that I applied that information/skill?

# Reflection

Looking back so that the view  
looking forward is even clearer.



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