

Reflective Practice: Making the Leadership Connection to Turn Vision to Action



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Disclosure: Gwen Sherwood, PhD, RN, FAAN, ANEF

Objectives

- Examine role of mindfulness and sense making for leadership development.
- Describe the differences between horizontal and vertical leadership development.
- Analyze conditions and strategies that support the vertical development of wisdom leadership in practice, education and research contexts.

Disclosure

- No sponsorship or commercial support was received

Mindful Engagement:

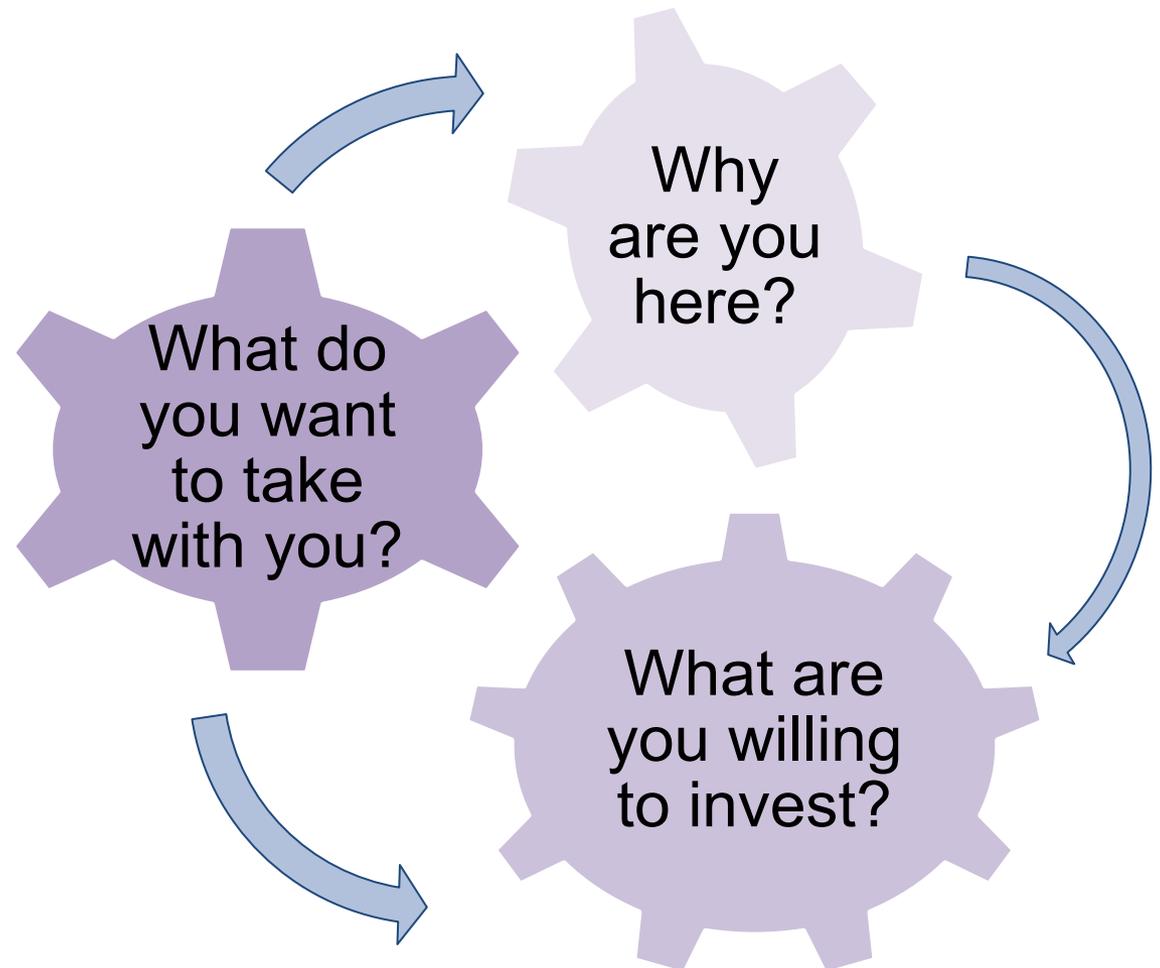
purposeful learning,

thinking about what you do

learning from experience

moving towards professional maturity,

Efforts and courage are not enough without purpose and direction.



How do reflective practices grounded in mindfulness foster development of wisdom leadership?

How does horizontal and vertical leadership development provide a leadership connection to move from vision to action?



Paradigm shift: Leadership, the heart of organizational culture, is more than tools and strategies

Influencing your community of practice to lift everyone towards a better self

Wisdom leadership recognizes vertical and horizontal development

Horizontal: Adding knowledge, skills and competencies

- It is about *what* you think

Vertical: Growing ability to think and act in complex, systematic and interdependent ways.

- It is about *how* you think.

Reflect: Turning into or away from a course of action; cause a change in direction

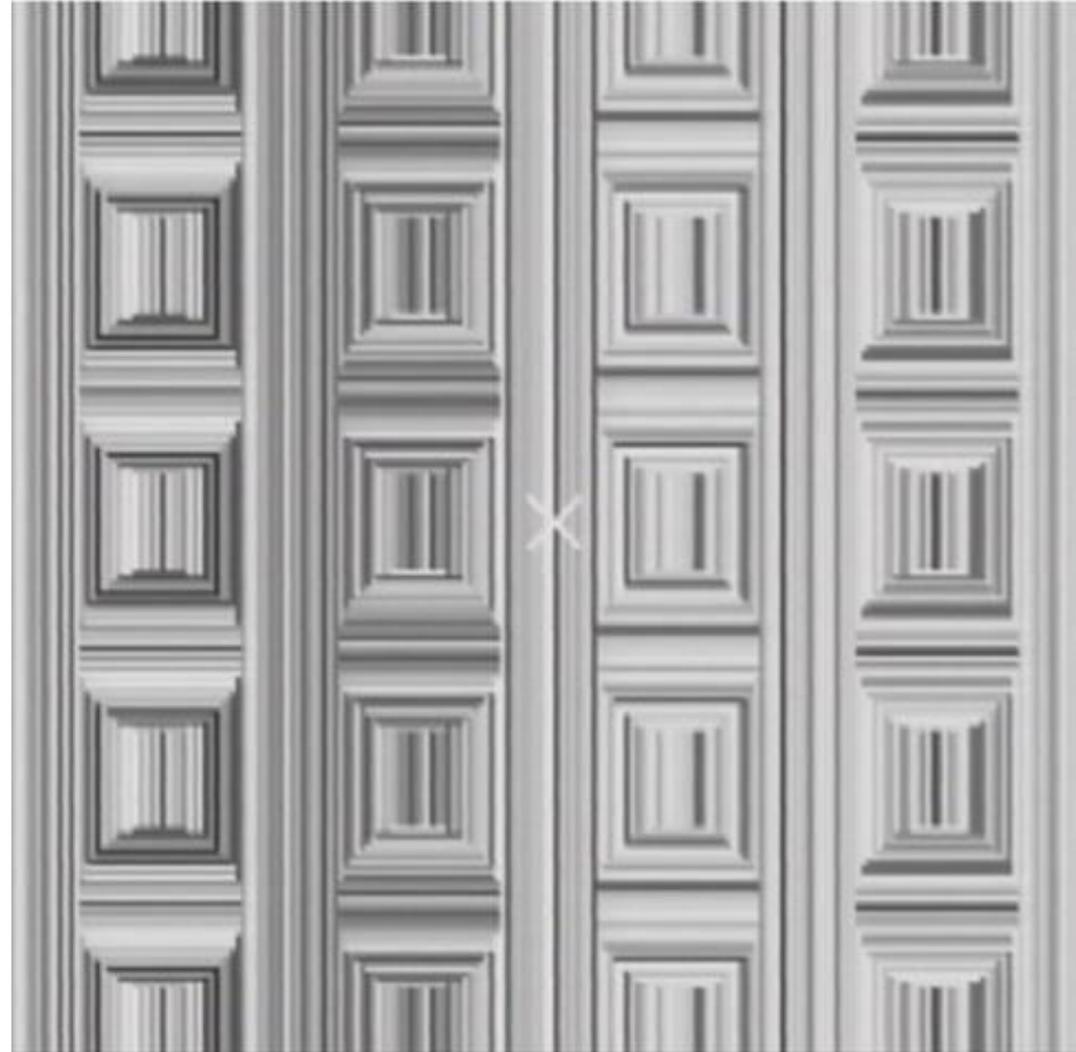
- Exhibit an image, to make manifest or to show



A mirror image into the self to make value based decisions and choices.
Developing HOW you think and lead.

What do you see?

- Developing awareness
- Unleashing preconceived notions and assumptions
- Mindful Reflection: Finding the truth beyond the surface



Reflection:

mindful thinking about what you do

Systematic way to describe, examine, reconsider situations from multiple viewpoints

Getting in touch with what we think

What we know

What we assume

Integrate knowledge and experience for a new view to guide actions

Work experience as a platform for learning

Reflective practice: systematic way of thinking about our work

- Examine experiences to build reasoned action
- Build new knowledge, skills and attitudes

Critical aspect of leadership development

- Mindful engagement
- Make sense of work experiences
- Reconsider choices in future situations

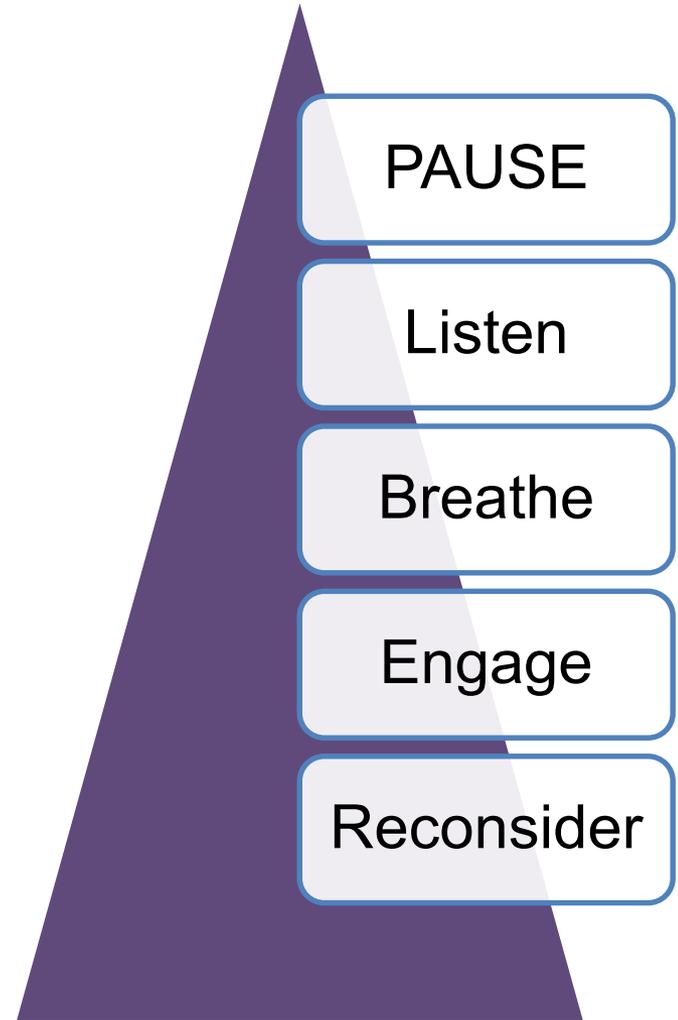
Reflection: noticing, engaging, thinking about what you are seeing and doing

Consider what you see as ideal practice.

expose contradictions in practice.

Check what hinders or enhances movement to ideal practice?

Christopher Johns



Reflection before action: briefing to consider choices based on knowledge and previous experiences

Reflection-in-action

Thinking in the moment, huddle to problem solve

Connect to experiences

Notice feelings

Reflection-on-action

Consider what happened

Make sense of what happened

Influence future actions

Schon, D.A. (1983). *The reflective practitioner: How professionals think in action*. Basic Books.

The Leadership Connection: From Vision to Action

What/So What/Now What: Being clear on your purpose and goals



What/So What/Now What

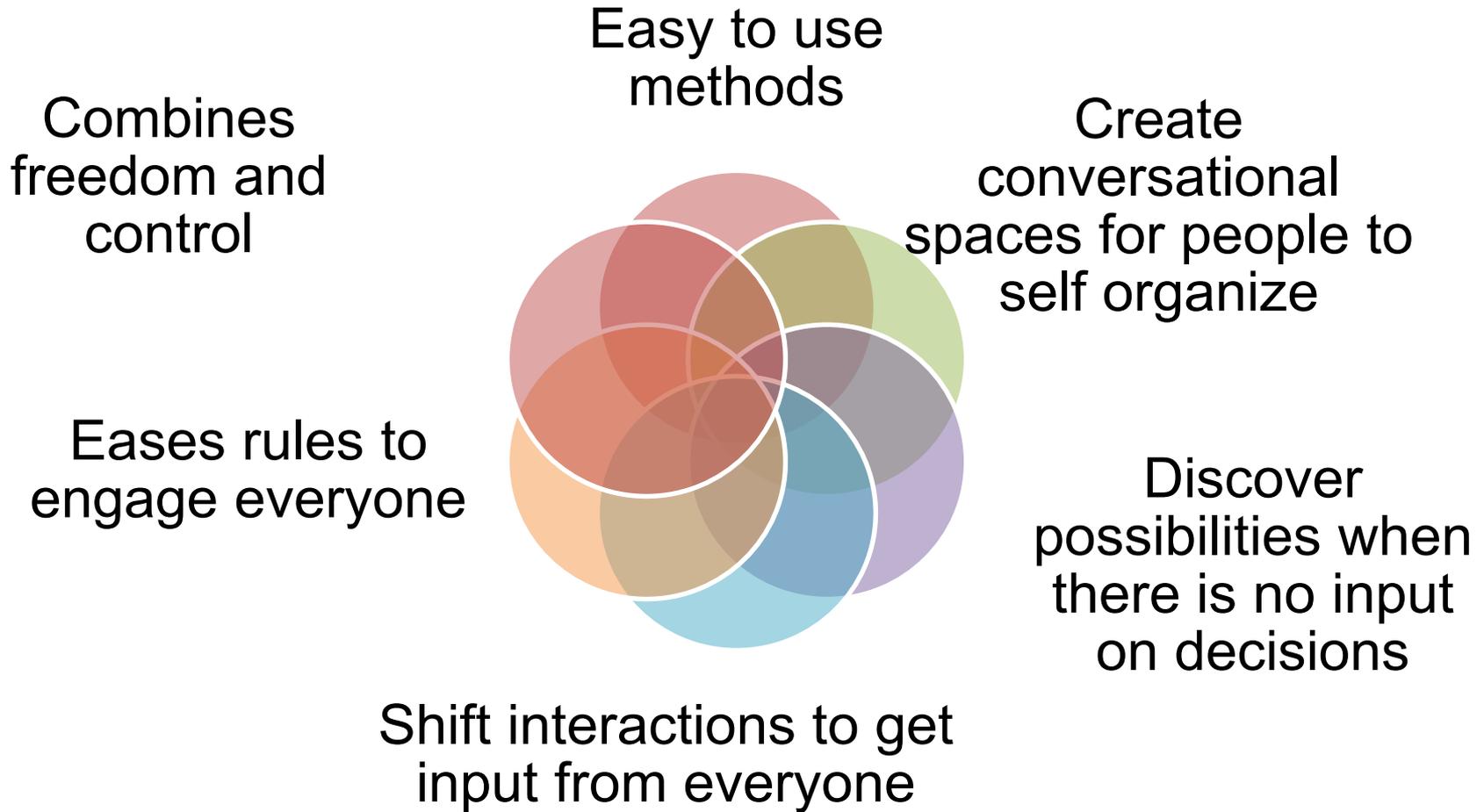
Liberating Structures:
changing conversations
to improve how we work
together

What: What
are my
leadership
goals?

Now What:
How will I
transform vision
to action?

So What: How
can reflective
practice advance
my purposes?

Liberating Structures Lipmanowicz & McCandless, 2010



Moving to Action

- **What? TRIZ**

- What stands out in your practice that you want to change? What makes you uncomfortable?

- **So what? Visual Thinking Strategies**

- What patterns do you see in desired changes? How can you expose these patterns for change, to make a difference?

- **Now what? DEAL**

- What action can help you move forward? Who else should be included?

What will you invest?

TRIZ: Turn the
world upside
down

Create change by
first identifying
opposites

In small groups, 30 seconds to brainstorm idea.

- What are the worst leadership strategies for leading forward where everyone is unhappy, and accomplished nothing?

Debrief: 1 minute

Reflect silently: Which of these have you observed?

In your groups, discuss,

- What are the characteristics of the most effective leadership strategies that promote working together?

So What: Visual thinking strategies (M. Moorman in Horton-Deutsch & Sherwood, (2017) *Reflective Practice*..

What do you see?

Why do you say that?

What else could it be?

What supports that idea?



Now What: DEAL

Describe:

- the experience objectively

Examine:

- from multiple perspectives

Articulate Learning:

- set specific future goals that tie to original goals

Exemplar Reflection: Apply these observation skills to examine an aspect of your leadership.

Critically consider beliefs or knowledge—

What values guided your actions?

Bridge actual and desired practice/actions.

What goals guided your actions?

Monitor reactions for intentional, conscious, deliberate actions. **What was I thinking during the situation?**

Learn from experience, make sense of events.

What happens in future situation?

What intentions guide actions in a situation?



The essence of learning through reflection is to **surface contradiction between intention and actual practice.**

Reflection demands confrontation with self and the conditions that limit achieving best practice

Reflective practice:
professional growth
model to develop
professional maturity

move from task oriented
to purpose driven to
consider others

**Asking
questions**
about what
we do

**Engaging
with**
mindful
presence

**Making
sense** of
experience
and
knowledge

Analyzing
what we
know to
reconsider
actions

Think back to your purpose in being here.
What will you take with you?

What are three main points
you take with you?

A light purple arrow pointing downwards from the first box to the second box.

What will you invest to move
towards ideal practice?

A light blue arrow pointing downwards from the second box to the third box.

Who can you enlist to help
you succeed?

References

Horton-Deutsch & Sherwood (Eds) (2017). *Reflective Practice: Transforming Education and Improving Outcomes*. 2nd Edition. Indianapolis: Sigma Press (NursingSociety.org)

Moorman M (2017) Learning Through Reflection and Reflection on Learning: Pedagogies in action. In S Horton-Deutsch & G. Sherwood (Eds) 2nd Edition. *Reflective Practice: Transforming Education and Improving Outcomes*. Sigma Theta Tau International: Indianapolis, IN. pp 147-155.

Linderman, A., Pesut, D., & Disch, J. (2015). Sense Making and Knowledge Transfer: Capturing the Knowledge and Wisdom of Nursing Leaders. *Journal of Professional Nursing*, 31(4), 290-297.