

## Leadership Connection 2018 (15-18 September)

### Reflective Practice: Making the Leadership Connection to Transform Vision Into Action

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Webster defines reflect as turning into or away from a course of action, to deflect. It is also to prevent passage and cause a change in direction. It also means to give back or exhibit an image, like a mirror, to make manifest or to show. This interactive session will explore how the process of reflecting, e.g., reflective practice can be a transformative process to turn vision into action. Leaders progress by thinking about their work within the given context and considerations to be able to improve. Reflective practice is an essential leadership development approach to be able to influence relationships and increase effectiveness. Horizontal leadership development is about skill acquisition whereas vertical leadership development is about sense making and meaning that derives from mindful engagement.

Mindfulness, being present in the moment, is at the core of reflective practice. Mindfulness develops self-awareness in recognizing the connection of actions and consequences, whether how we respond to others or connecting the consequence of the care we give or the shortcuts we take. Reflection informs practice by prompting nurses to make sense of events as well as make connections between events and outcomes. Through mindfulness, we get in touch with our values as the source of our decisions and actions. The session will guide participants through several models of reflective practice including Visual Thinking Strategies to build awareness, What/So What/Now What to reconsider choices and establish vision, and the DEAL model to reframe practice approaches. These models help to analyze and appraise one's experiences through a cyclic process of introspection and re-evaluation. The process internally examines something important, reflectively reviewing it as a whole and as its parts, to interpret and clarify meaning and significance in relation to self and the environment.

At its deepest, reflective practice uses evaluation and analysis to integrate evidence with personal experience and in doing so reinforces critical thinking, problem solving and role satisfaction. As an art, reflection requires insight, self-awareness and a systematic approach. Leaders consider the personal way of knowing to learn from experiences, culture and interpersonal encounters, all of which help build confidence in one's competence and evolving practice development. Increased confidence builds the capacity to step forward, develop self-efficacy and contribute to gaining meaning from one's work, to turn vision into action. Reflective practice involves the ability to identify, understand and acknowledge the events that help shape practice perspectives. Through active engagement in critical analysis about the work of nursing, reconstructing an experience in order to plan for future actions and responses, reflective practice represents a commitment to ongoing personal improvement and professional development.

Re-orienting from task oriented to mindful presence presents a new mental model. By using case examples, the session will demonstrate how nurse leaders can create space for reflection in busy work environments, for example, including a moment for reflection in meetings to consider culture, communication or celebrations that reflect and explore the values of the group and think aspirationally about future directions.

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**Title:**

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**Keywords:**

leadership development, reflective practice and transforming vision to action

**References:**

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**Abstract Summary:**

This interactive session will explore how reflective practice can be a transformative process to turn vision into action. Leaders progress by thinking about their work within the given context and considerations to be able to improve, influence relationships and increase effectiveness.

**Content Outline:**

Set context: define reflection and reflective practice as leadership development approaches

Professional development perspectives as influenced by reflective practice

Reflective practice as a systematic transformative change process: turn vision (the ideal) into action (change, transformation)

Introduce case example

Describe reflective models: Visual Thinking Strategies, What/So What/Now What, and DEAL

Examine case example in context of different reflective models

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**Professional Experience:** Gwen D. Sherwood, PhD, RN, FAAN, ANEF is Professor Emeritus at the University of North Carolina at Chapel Hill School of Nursing. She works globally to advance nursing

education and leadership capacity. Her scholarship examines caring relationships relative to patient satisfaction with pain management outcomes, the spiritual dimensions of care, and teamwork as a variable in patient safety. She was co-investigator on an RWJF grant that funded QSEN to transform curricular to prepare nurses in quality and safety consistent with practice expectations, a GSK grant related to interdisciplinary team training, and descriptions of how providers work together. She is involved in many professional activities including a long history of leadership roles with Sigma Theta Tau International.

**Author Summary:** Gwen Sherwood is Professor Emeritus at the University of North Carolina at Chapel Hill School of Nursing. She was Co-Investigator for the award winning QSEN project, Quality and Safety Education for Nurses. She is co-editor of four books, one on quality and safety, and three on reflective practice.

**Any relevant financial relationships?** Yes

<b>Relationship</b>	<b>Description of Potential Conflict</b>
Royalty	I am co-editor of books on reflective practice and receive royalties

Signed on 02/21/2018 by *Gwen Sherwood*