

Reflective LEADERSHIP

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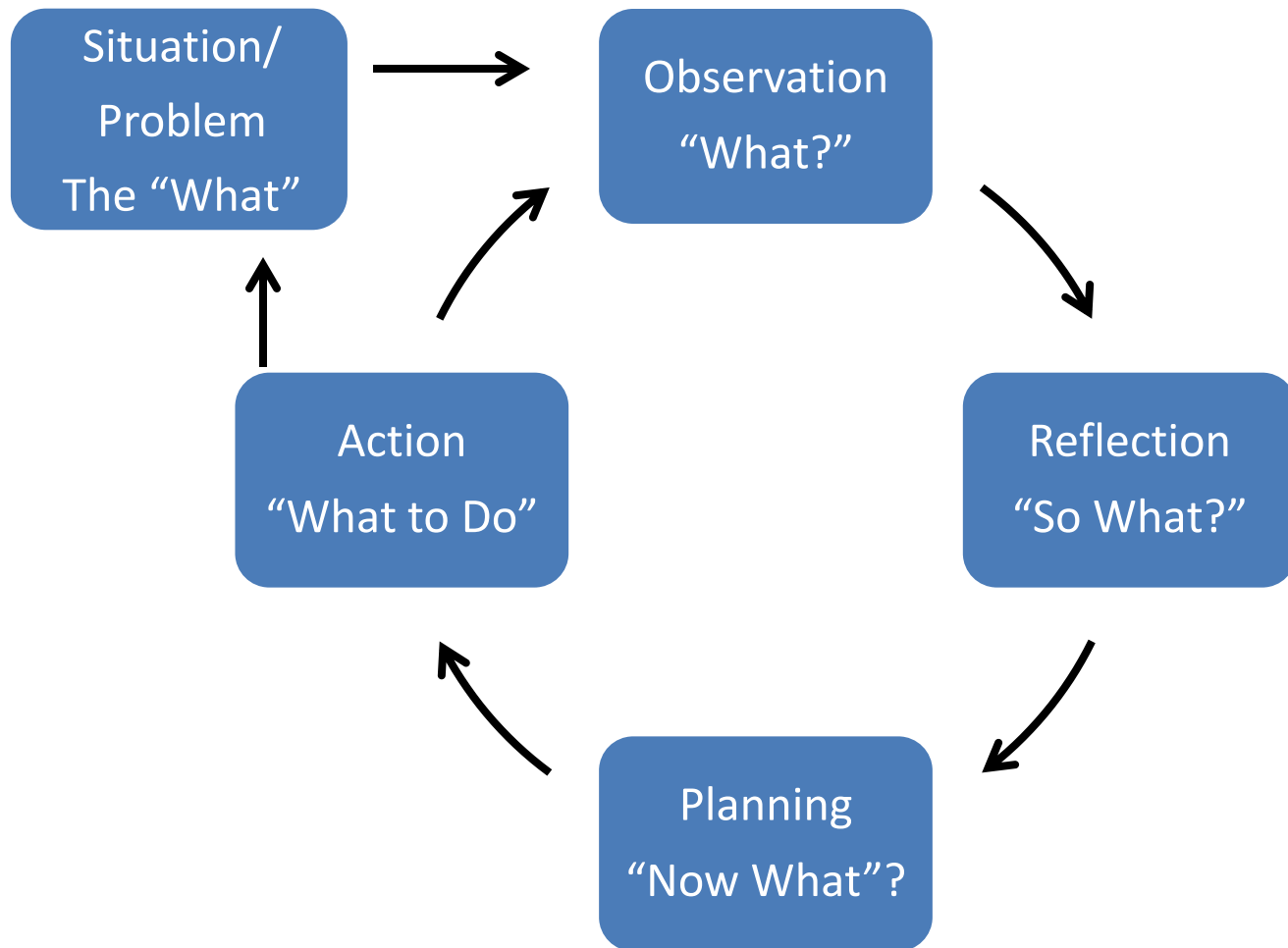
Reflective Leadership

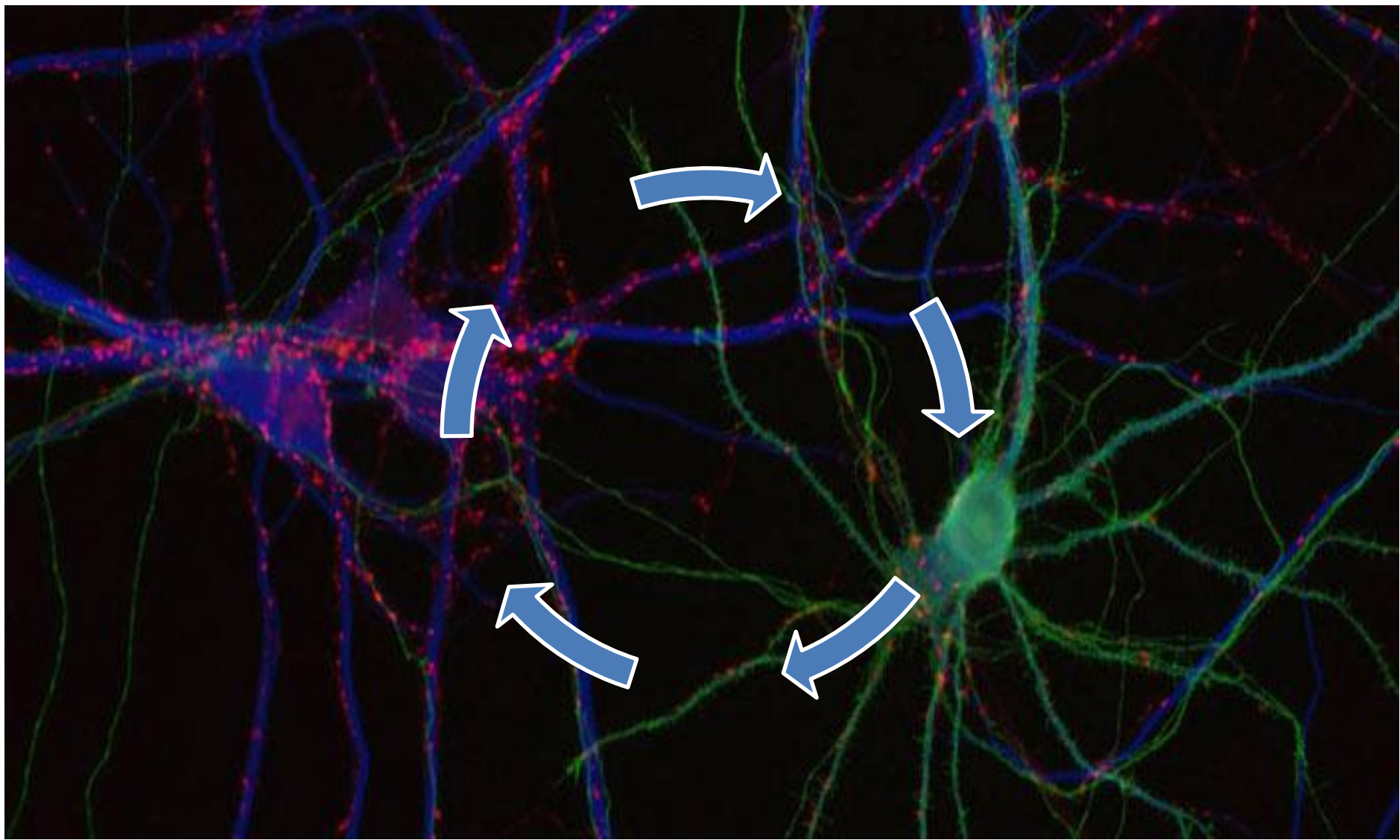
It's not an extra. It's a conscious way to use the time and relationships we have.

It's an approach for...

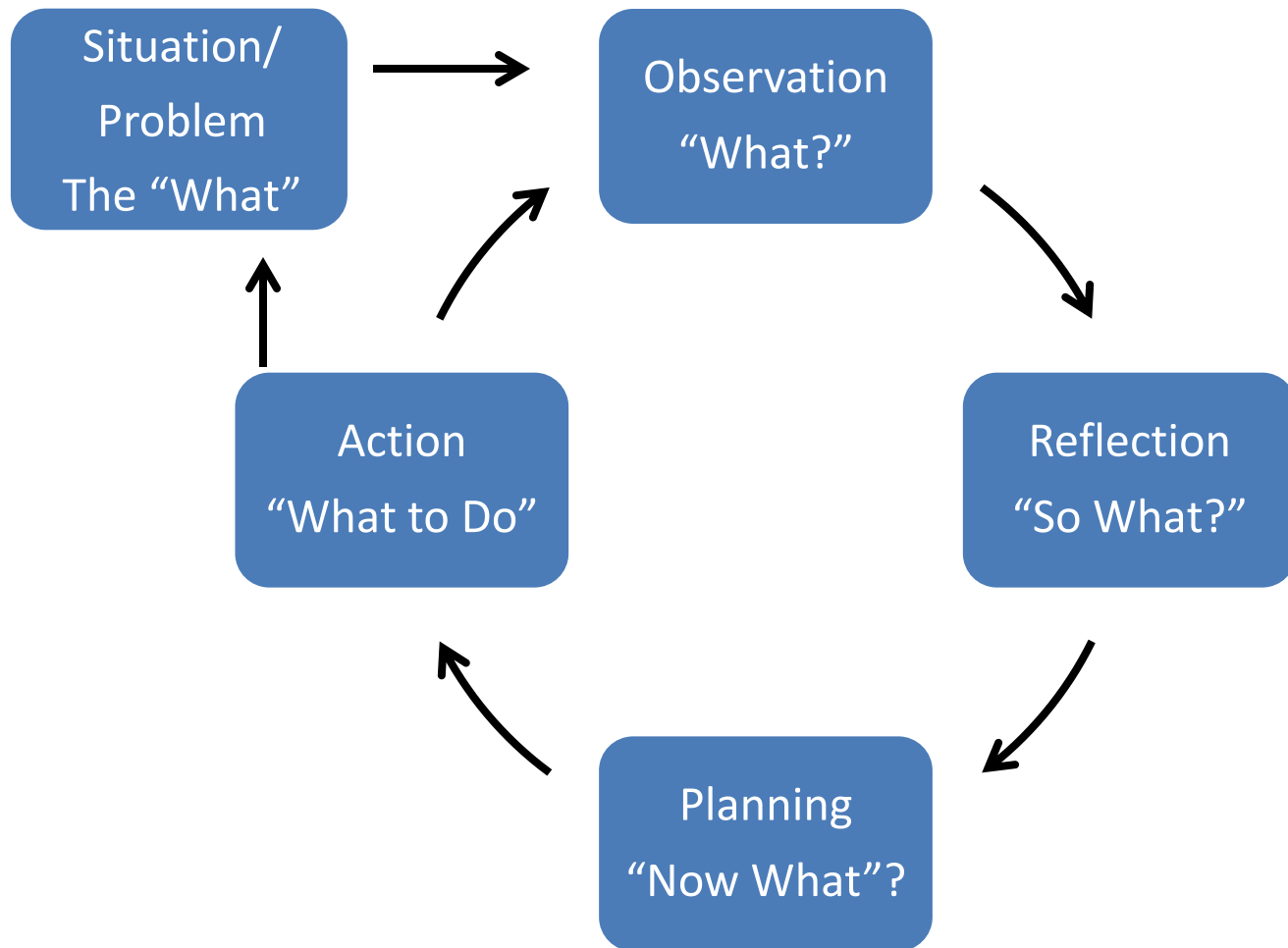
- ▶ Creating the conditions for learning, growth, and ongoing quality improvement.
- ▶ Giving attention to how I “show up” to supervisory and team leadership relationships.
- ▶ Consciously improving our services and adapting to change.

Reflective Practice

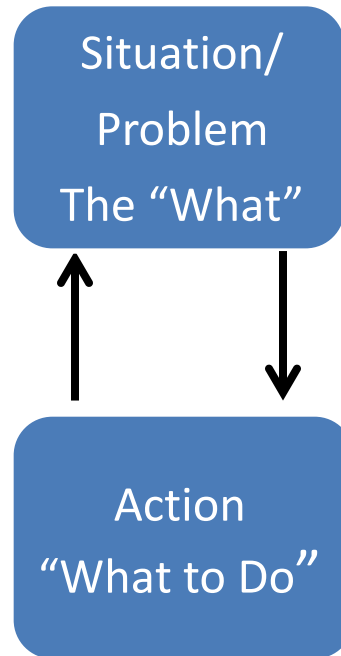




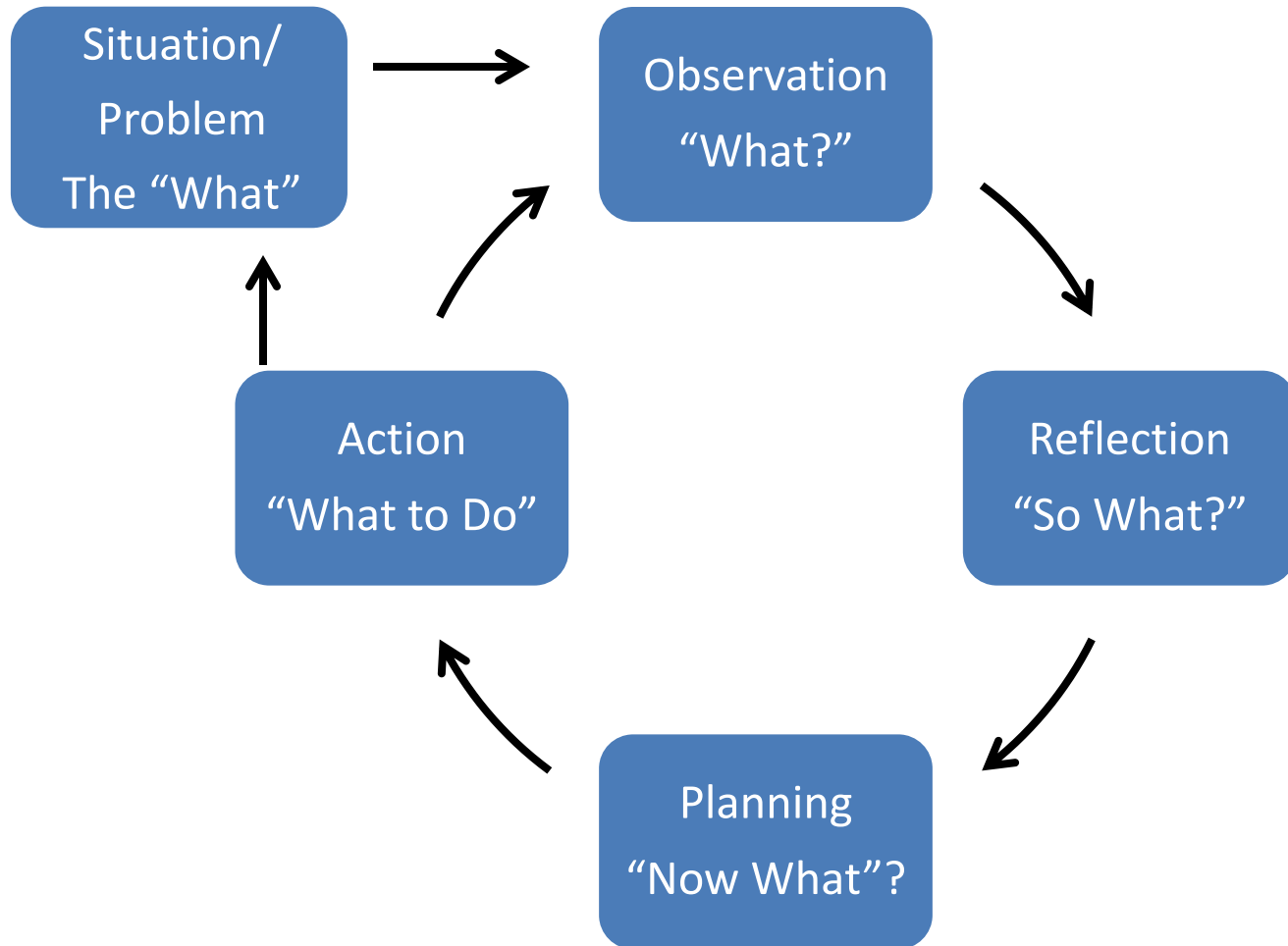
Reflective Practice



Reactive Practice



Reflective Practice



Reflective Leadership

- ▶ Challenging
- ▶ Relationship-based
- ▶ Responsibility (beyond Accountability)
- ▶ Vulnerable, uncomfortable
- ▶ Clarity of priorities, goals, parameters, roles
- ▶ Learning stance – being curious!
- ▶ Time and space for reflection

What do I have to reflect about?

My and my team's...

- ▶ Learning & Feedback
- ▶ Vision, Values, Mental Models (TOC)
- ▶ Understandings of Perceptions and Values of Others Involved
- ▶ Data, Outcomes, Impact
- ▶ Strengths & Successes
- ▶ Limits & Boundaries
- ▶ Needs & Resources
- ▶ Standards & Priorities
- ▶ Assumptions, Biases, Motivations

What do I have to reflect about?

Confirmation Bias



It's like I always say...

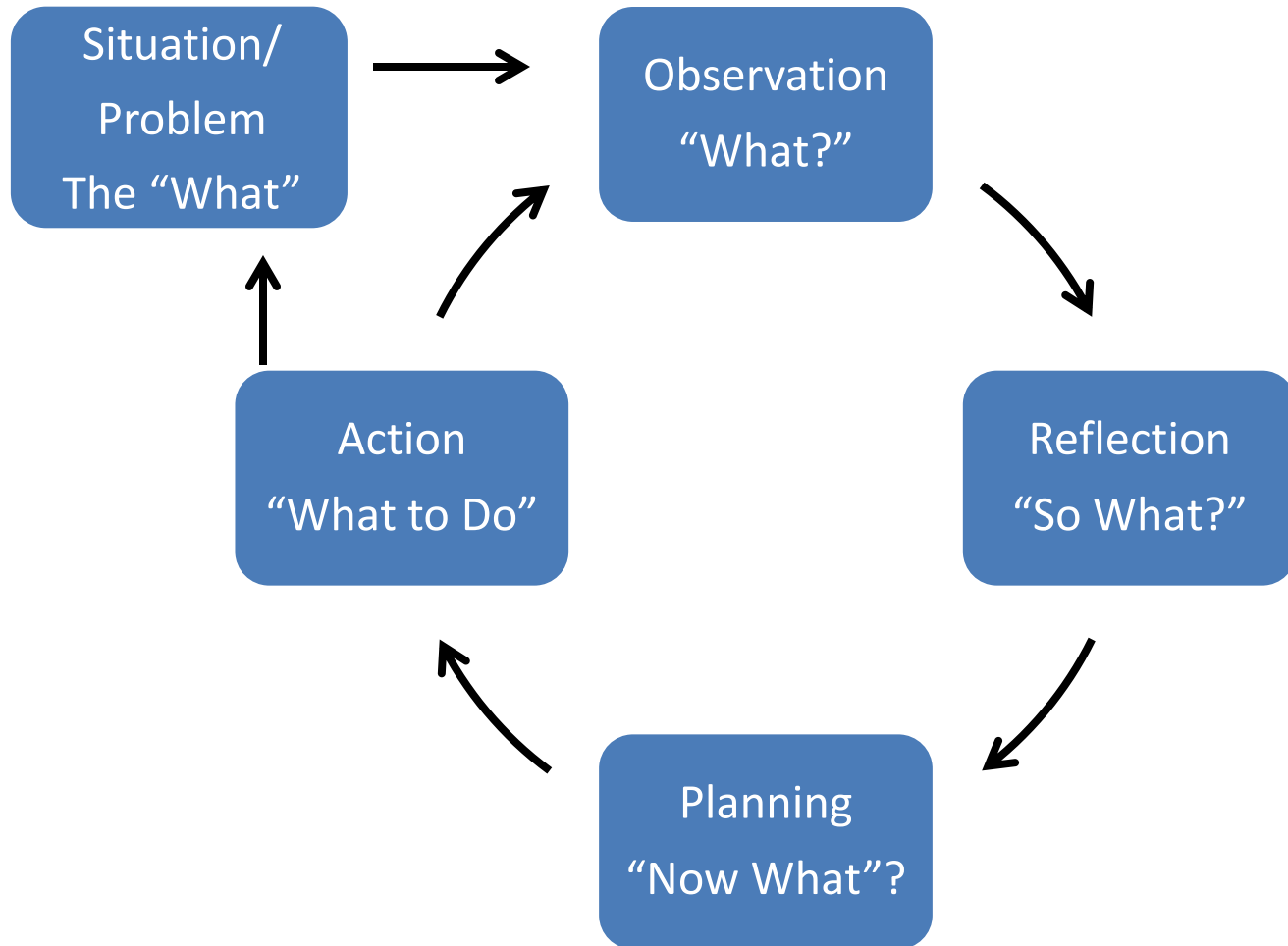
What do I have to reflect about?

Attributional Error



Isn't that just like him!

Reflective Practice



Implementing: Reflective Practice

- **WHY?**
- We assessed our program with the Standards *of* Quality for Family Strengthening & Support
- We analyzed the situation (the “what”)
- **HOW?**
- Acknowledged staff’s input
- Intentional/strategic team and trust building activities
- Established ground rules
- Monthly group sessions
- Monthly one-on-one check-in’s (walks, coffee breaks, etc)

Implementing: Reflective Practice

- **WHAT?**
- **Challenges:** occasional disagreements, time gaps, staff at different levels of engagement
- **Outcomes:** efficiency, improved team dynamics, open communication, trust, staff engagement, increased staff morale

Trust building activity

Mastering the Art of Reflection through Humble Inquiry

- ▶ We are interdependent with colleagues to be successful in our work.

**“If you want to go fast...go alone,
If you want to go far...go together”**

- ▶ Focuses on how “I show up”

Humble Inquiry:

- ▶ The fine art of drawing someone out
- ▶ Asking questions to which you do not already know the answer
- ▶ Building a relationship based on curiosity and interest in the other person
- ▶ To do this, one must be willing to be vulnerable themselves

Humble Inquiry:

- ▶ Do less telling
- ▶ Listen better and acknowledge more
- ▶ Learn to do more asking

Appreciative Interview

A successful experience I had in handling an individual supervision or team leadership challenge.



Interviewing Tips

- Sit face-to-face and knee-to-knee for the interview
- Ask about the context
 - When, Where, Who, How
- **DO NOT** share your own experience
- Collect details of the journey:
 - Status quo, barriers, action, surprises, reversals, discoveries
- Try to find a moment that sums up the drama and the deeper meaning
- If inspired, offer your storyteller an engaging title for their story
- Listen carefully so you can retell the highlights

Humble Inquiry

- I am interested in you.
- I am prepared to listen.
- I am fully present.

Reflective Leadership

Heightened:

- ▶ Mindfulness
- ▶ Awareness of everything else that is happening.
- ▶ Honor of the human capacity.
- ▶ *Using Humble Inquiry builds relationships that lead to trust, which leads to better communication, which leads to better collaboration.*

Onward!

- 1 Action I'll take to try to bring more reflection to my individual supervision and team leadership.
- 1-3 Questions, which, if I had the answers, would significantly help my progress toward being confident as a reflective leader and supervisor.

Reflective Leadership

Follow through on my identified Action.

Reflect with a coach, supervisor, peer, my team
about my experience with the Action;
see if the experience sheds light on my
Questions.

Email Janet any insights I gain:
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Reflective Practice

