

How Self-Reflection Changes Culture



Photo Credit: Dick-Gaskill

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Labor & Industries



Goals for Today



- Understand what self-reflection is
- Learn about the benefits of self-reflection
- Learn how to use the PDCA self-reflection tool
- Explore how to apply learnings outside of work
- Have fun!

What is Self-Reflection?



A structured way to look at the results of one's beliefs, attitudes and actions (behavior) with the purpose of learning from the experience.

Do you currently practice
self-reflection?

*“We do not learn from experience.
We learn from **reflecting** on experience.” ~John Dewey*

Benefits of Self-Reflection



In addition to changing culture, self-reflection:

- Builds self-awareness
- Increases coaching skills
- Fosters trust between staff
- Helps us develop discipline
- Grows leadership skills

What is Culture?



“Culture is consistent, observable patterns of behavior in organizations.”

~ Harvard Business Review

Why is culture important to YOU?

Changing Culture

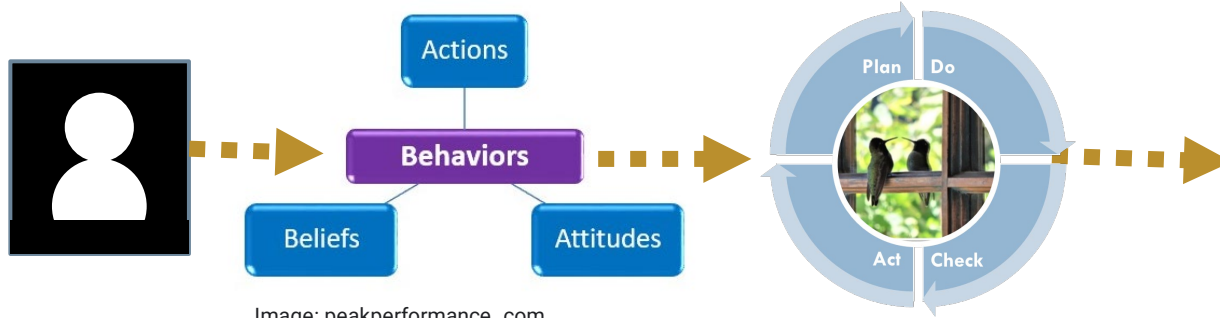


Image: peakperformance.com

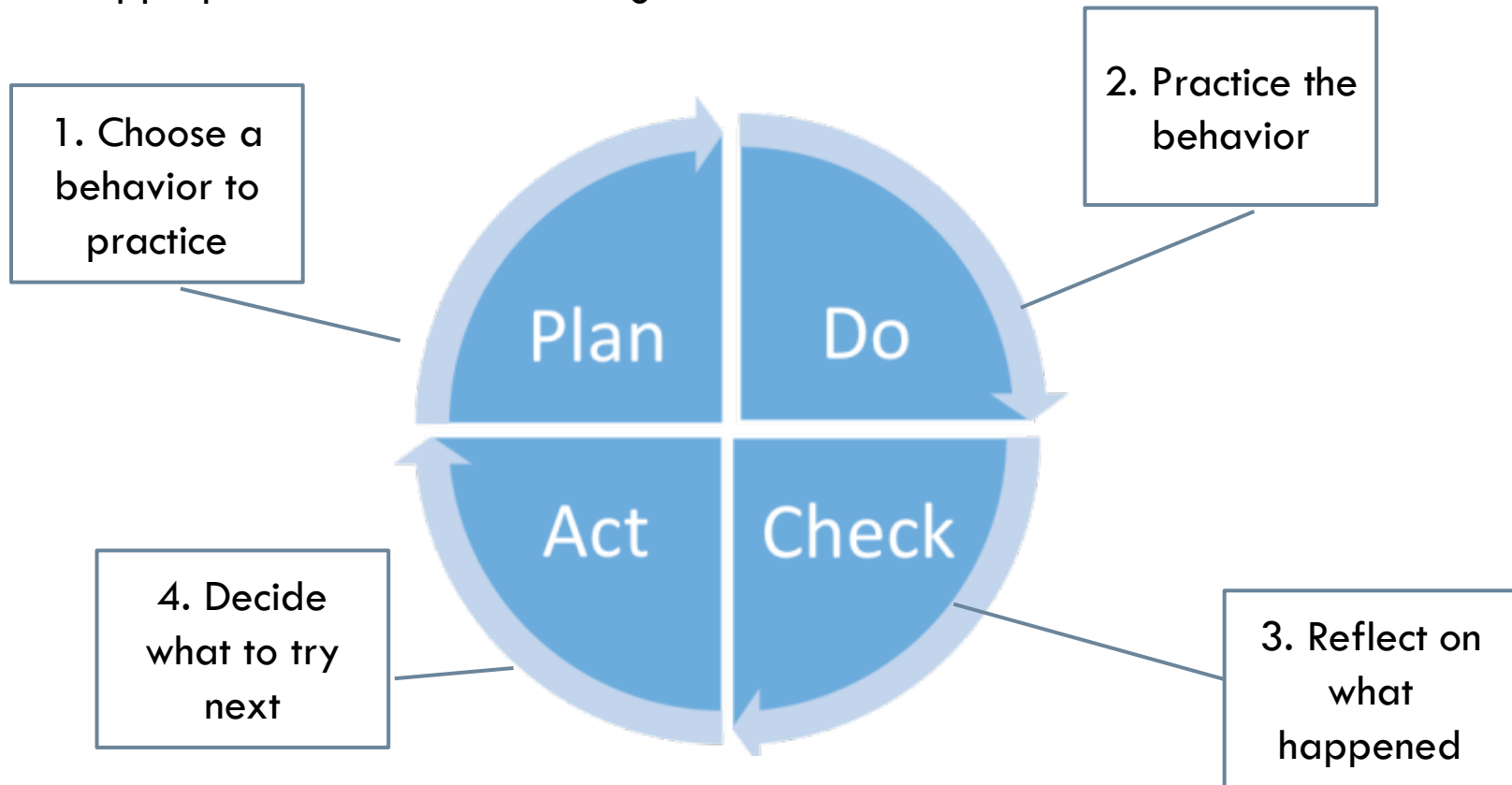


Image: Lucidchart.com

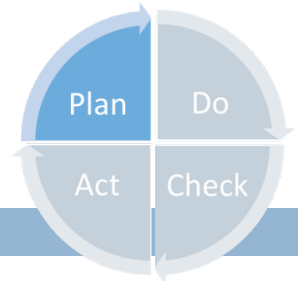
*“One person really can make a difference.
Each person is the revolution.” ~Bryant H. McGill*

What is PDCA?

“PDCA is an improvement cycle based on the scientific method of proposing a change in a process, implementing the change, measuring the results, and taking appropriate action.” ~Lean.org

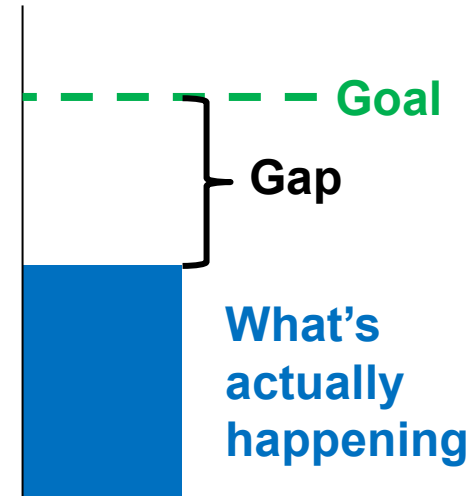


1. Choose a Behavior to Practice

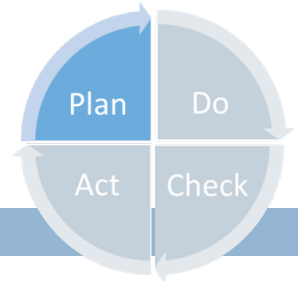


Sources include:

- Company core values
- Organizational competencies
- Cultural goals
- Ask co-workers
- HBR Exercise: “How are You Perceived at Work?”
- Ask friends and family members



1. Choose a Behavior to Practice



Active Listening

Listening in a way that allows us to hear what a person says while seeking to understand the meaning and intent behind their words.

SELF-REFLECTION TOOL

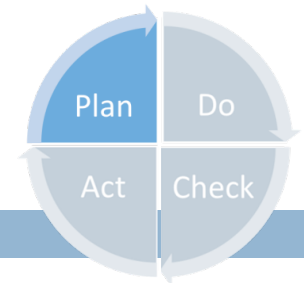
Today's Date: Friday, 10/28/22

Week	Behavior
1	Active Listening



Image: alphacoders.com

1 a. Identify Enablers



Active Listening

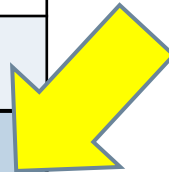
SELF-REFLECTION TOOL

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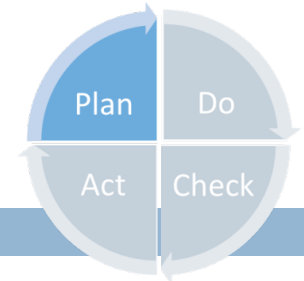
Week	Behavior
1	Active Listening
	Enablers: <ul style="list-style-type: none">• Open ended-questions• Paraphrasing• Reflect feelings

Key points about yourself:

Enablers: What actions help you succeed?



1 b. Identify De-Railers

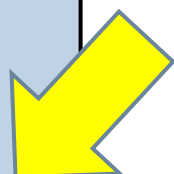


Active Listening

SELF-REFLECTION TOOL

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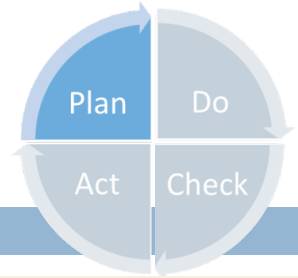
Week	Behavior
1	Active Listening
	<p>Enablers:</p> <ul style="list-style-type: none">• Open ended-questions• Paraphrasing• Reflect feelings <p>De-Railers</p> <ul style="list-style-type: none">• Interrupting• Offering opinions• Defending my position



Key points about yourself:

De-Railers: What actions prevent your success?

1c. Identify Opportunities to Practice



Active Listening

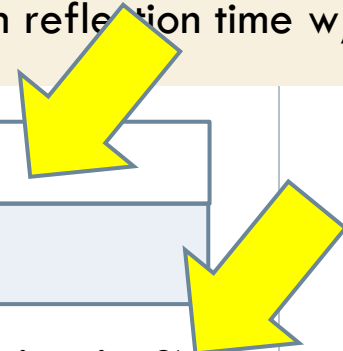
SELF-REFLECTION TOOL

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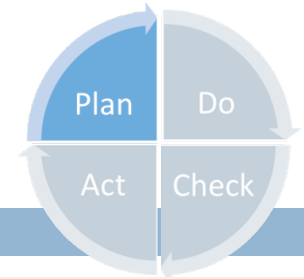
Look at next week's calendar:

- Choose 3 opportunities to practice (eg. M, W, F)
- Invite coach to observe you
- Schedule 15 min reflection time w/coach for next Fri.

Week	Behavior	Monday
1	Active Listening	
	Enablers: <ul style="list-style-type: none">• Open ended-questions• Paraphrasing• Reflect feelings De-Railers: <ul style="list-style-type: none">• Interrupting• Offering opinions• Defending my position	Opportunity (what situation?): Coaching session w/Director



1 d. Decide What to Try



Active Listening

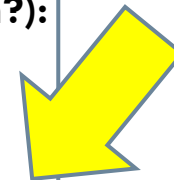
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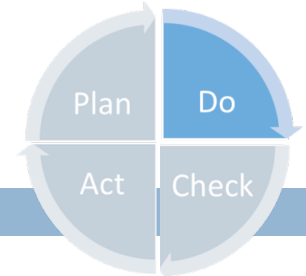
Look at enablers and:

- Plan one thing to try
- Google for ideas
- Choose something easy to remember

Week	Behavior	Monday
1	Active Listening	
	Enablers: <ul style="list-style-type: none">• Open ended-questions• Paraphrasing• Reflect feelings De-Railers: <ul style="list-style-type: none">• Interrupting• Offering opinions• Defending my position	Opportunity (what situation?): Coaching session w/Director Plan: (what will you try?) "Say, "Tell me more about that"



2. Practice the Behavior



Active Listening

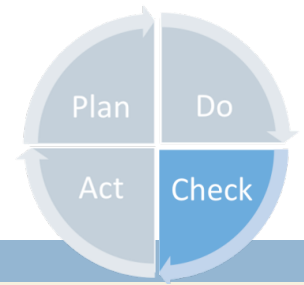
- Practice behavior (3 opportunities)
- Coach observes

SELF-REFLECTION TOOL

Today's Date: Friday, 10/28/22

Week	Behavior	Monday
1	Active Listening	
	Enablers: <ul style="list-style-type: none">• Open ended-questions• Paraphrasing• Reflect feelings De-Railers: <ul style="list-style-type: none">• Interrupting• Offering opinions• Defending my position	Opportunity (what situation?): Coaching session w/Director Plan: (what will you try?) "Say, "Tell me more about that"

3. Reflect on What Happened



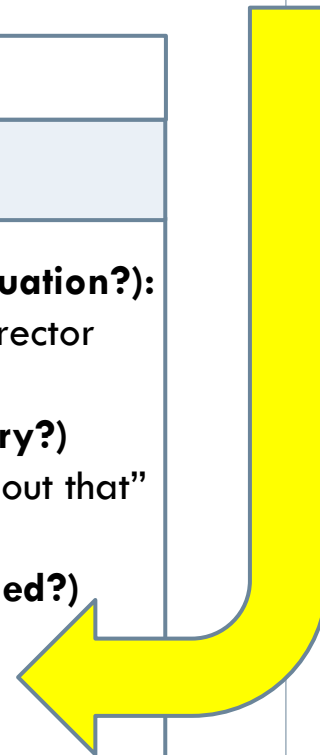
Active Listening

SELF-REFLECTION TOOL

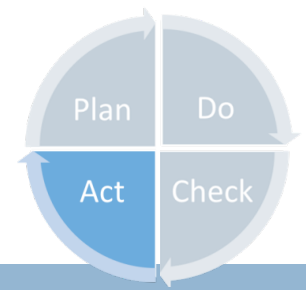
Today's Date: Friday, 10/28/22

- Did you practice?
- Did your coach observe?
- What was the reaction to what you tried?
- De-Railers present? Why or why not?

Week	Behavior	Monday
1	Active Listening	
	Enablers: <ul style="list-style-type: none">• Open ended-questions• Paraphrasing• Reflect feelings De-Railers: <ul style="list-style-type: none">• Interrupting• Offering opinions• Defending my position	Opportunity (what situation?): Coaching session w/Director Plan: (what will you try?) "Say, "Tell me more about that" Reflect: (what happened?)



4. Decide What to Try Next



Active Listening

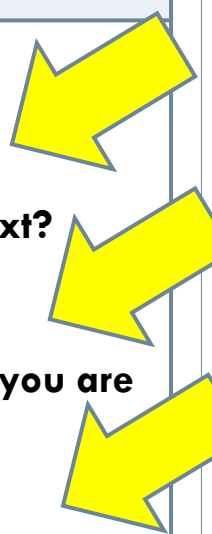
Reflection with coach on Friday (end of week)

- Coach sets safety (standard work document)
- High level overview
- What did your coach observe?
- What barriers need to be removed?

SELF-REFLECTION TOOL

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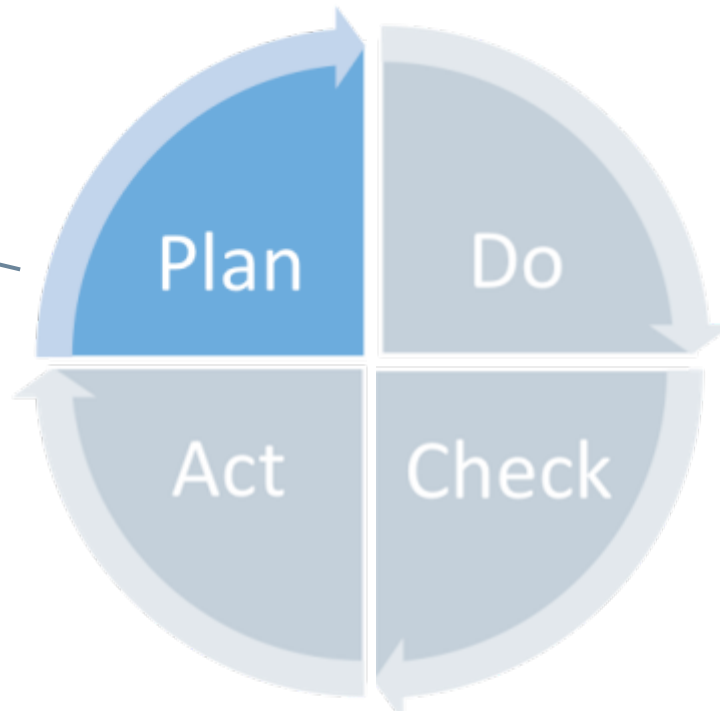
Week	Behavior	Monday	Reflect w/coach (past week)
1	Active Listening		
	<p>Enablers:</p> <ul style="list-style-type: none"> • Open ended-questions • Paraphrasing • Reflect feelings <p>De-Railers:</p> <ul style="list-style-type: none"> • Interrupting • Offering opinions • Defending my position 	<p>Opportunity (what situation?): Coaching session w/Director</p> <p>Plan: (what will you try?) "Say, "Tell me more about that"</p> <p>Reflect: (what happened?)</p>	<p>What did you learn?</p> <p>What will you try next?</p> <p>How will you know you are improving?</p>



PDCA is a Cycle!

“PDCA is an improvement cycle based on the scientific method of proposing a change in a process, implementing the change, measuring the results, and taking appropriate action.” ~Lean.org

1. Choose a behavior to practice



“We are what we repeatedly do.”
~Aristotle

Warning!

Self-reflection leading to behavior change requires:

- Want-to
- Deep thinking
- Dedicated time (~45 min/week)
- Patience (2 – 8 months)
- Courage
- A supportive coach
- **Psychological, professional, and emotional safety**

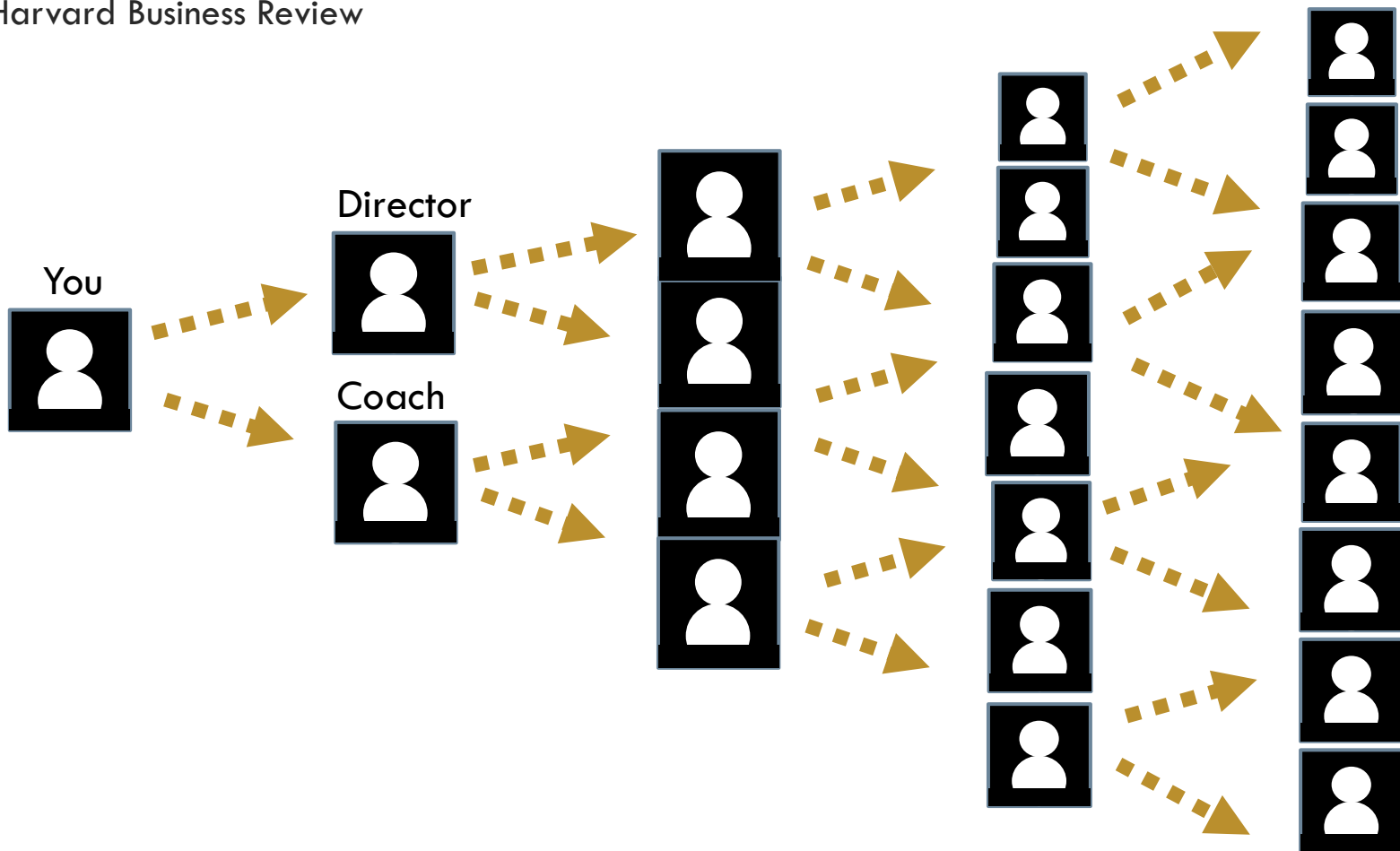


Changing Culture



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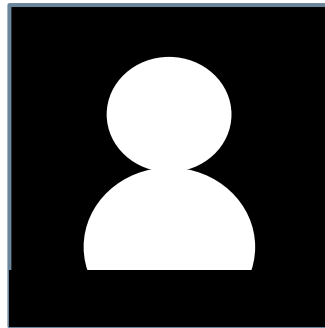


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You



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Question & Answer Time!



Susan Hayden

“Follow effective action with quiet reflection.
From the quiet reflection, will come even more effective
action.” ~Peter Drucker

*Reach out to me for more information
on Self-Reflection*

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