

Reflection exercise: Reflection & Action for Behavioural Change

Based on our experiences so far, there are – as always! – things that could go better in terms of team dynamics, collaboration, and integration. Dealing with these challenges requires that we critically reflect and continuously make changes in our behaviour. This may also mean that we have to deviate from our natural or default behaviour. Although this is a continuous process of reflecting on and adjusting (and even re-adjusting!) our behaviour, this process can be aided by the use of structured reflection tools, such as setting learning goals and defining and implementing learning protocols.

In order to practice with this, you are to complete a reflection exercise that centers around making this behavioural change to further improve the functioning of your team. The exercise consists of two parts. In part 1 you define a learning goal and a learning protocol. The learning protocol is a plan of a behavioural change that you intend to make at a specific moment in the teamwork. In part 2 you reflect on how this intervention went. So you complete part 2 after you have put your protocol into practice.

Part 1: Defining learning goal & protocol

1. What did you take from your reflections about the behaviour that you display in your teamwork? What struck you, what new insight(s) did you acquire, what challenge(s) or pattern(s) did you become aware of?
2. Based on what you took from these reflections, formulate one learning goal for yourself for a behavioural change that you would like to make in order to make a contribution to further improving the functioning of your team in terms of group dynamics, collaboration, and/or knowledge integration.
3. Translate this behavioural change into a specific learning goal that is SMART (Specific, Measurable, Achievable, Relevant, and Timely), see below.
 - *Specific: what do you want to accomplish? (who, what, where, why?)*
 - *Measurable: how will you demonstrate and evaluate to what extent your goal is met?*
 - *Achievable: what makes your goal both challenging and feasible? What do you base that on?*
 - *Relevant: how does your goal relate to the teamwork? What do you hope to achieve by making a behavioural change?*
 - *Time-bound: When will you intend to meet your goal? When will you evaluate how you did? And why do you think that this is an appropriate timescale?*
4. Write out a protocol for a specific moment at which you're going to make a behavioural intervention to develop towards your learning goal. Include, among others: when, in what kind of context you will make your behavioural intervention, what behaviour you are planning to demonstrate, and how you will recognize and evaluate success.

Part 2: Reflection on the implementation of your protocol

Based on implementing your protocol to achieve your SMART learning goal, answer the following questions:

1. How did you experience implementing the protocol that you wrote? How did it make you feel to behave differently from how you are otherwise used to?

2. What was the impact of the behavioural intervention you implemented? Think about: how did others respond to your behaviour? What effects did it have on the team as a whole? And on outputs of the collaboration?
3. How did implementing the intervention that you described in your protocol contribute to achieving your SMART goal? How did you measure the effect?
4. Based on the experience with this behavioural intervention what more/ else could you do to further develop towards the learning goal that you formulated? Which follow-up could you give to this experience during the rest of the iCSL course, and possibly also beyond that?
5. How did you experience doing this reflection exercise? What did you learn from it?