Reflection Terminology

- **Reflection** – A systematic enquiry to improve and deepen our understanding of practice.

- **Critical Reflection** – Paying attention to emotional responses and being prepared to challenge our assumptions and the things we take for granted in everyday working life.

- **Reflexivity** – is the process of becoming self-aware. Considering our own thoughts and actions in light of different contexts.

- Professions need to move away from a reliance on a scientific approach to **reflection in action** – “Thinking on your feet” – which involves engaging with our emotions in our everyday practice. (Schön)
Different Drivers for Reflection

- Community Pharmacy & Quality Improvement
- Business Management & Leadership
- Academia
- HR – Capability Development - Coaching
- CPD/Regulation – Irish Institute of Pharmacy
- Life Long Learning
- Pro-bono Coaching/Blogging – www.reflections.ie
Start with Why: Inspired Leaders and Organisations communicate from the inside out (Simon Sinek)
• What do we do?
  Deliver Pharmacy Education

• How do we do it?
  As laid out in our curriculum map

• Why do we do it?
  • Because we always have?
  • Because our university has a pharmacy school and must meet accreditation standards?
  • Because we want to produce competent pharmacists?
  • Because we want to produce pharmacists who will be competent in systems that we can not yet imagine?
What Does the FUTURE Hold?
Skills for the Future

**Abilities**

**Cognitive Abilities**
- Cognitive Flexibility
- Creativity
- Logical Reasoning
- Problem Sensitivity
- Mathematical Reasoning
- Visualization

**Physical Abilities**
- Physical Strength
- Manual Dexterity and Precision

**Basic Skills**

**Content Skills**
- Active Learning
- Oral Expression
- Reading Comprehension
- Written Expression
- ICT Literacy

**Process Skills**
- Active Listening
- Critical Thinking
- Monitoring Self and Others

**Cross-functional Skills**

**Social Skills**
- Coordinating with Others
- Emotional Intelligence
- Negotiation
- Persuasion
- Service Orientation
- Training and Teaching Others

**Systems Skills**
- Judgement and Decision-making
- Systems Analysis

**Complex Problem Solving Skills**
- Complex Problem Solving

**Resource Management Skills**
- Management of Financial Resources
- Management of Material Resources
- People Management
- Time Management

**Technical Skills**
- Equipment Maintenance and Repair
- Equipment Operation and Control
- Programming
- Quality Control
- Technology and User Experience Design
- Troubleshooting

Source: World Economic Forum, based on O*NET Content Model.
Note: See Appendix A for further details.
Competence

Austin, Z. Competence and it’s many meanings. Pharmacy 2019, 7(2), 37

- Competency as Knowledge
- Competency as Performance
- Competency as Psychometrics
- Competency as Reflection

Alternative lenses will need to emerge that provide developmental support for pharmacists (Professional and Personal).
The overlap of professional and personal development

Wisdom, judgement, compassion and care are as vital to human decision making as technical knowledge and skills proficiency (Schön – The Reflective Practitioner)

Identity integration

Flow - Csíkszentmihályi – Psychological concept describing a highly focused mental state conducive to productivity (Maslow, Rogers) To achieve a flow state, a balance must be struck between the challenge of the task and the skill of the performer

Awareness is key
Personal Development

Professional Development

Venn Diagram of Personal Development and Professional Development
What you’re good at

What is needed
What you love

What you're good at

What is needed
What you’re good at

What you love

What is needed

What you can get paid for
I am not trying to turn you into me. I’m trying to turn you into you.
(Master Chifu – Kung Fu Panda!)
Critical Reflection – Why?

• Provides space for deep thinking

• Self-awareness

• A means of
  • constructing professional knowledge
  • evaluating and developing practice
  • preventing stagnation
  • striving for excellence

• Being slow to make assumptions

(Barbara Bassot)
Need another why?

Some staff showed "a disturbing lack of compassion", while "fear and bullying" dissuaded others from pursuing their concerns.
How?
Examples from the group reflection - workshop

- Culture
- Assessment??
- Safe space Vs Brave Space
- Facilitation of individual approaches
- Personalised

- Role modelling – expressing vulnerability and seeking feedback
Reflection in education

• Reflection should be process driven, starting early, and holistic rather than task based and driven by outputs.

Reflection in medical education

• Acknowledge the diversity of reflection and let go of the 'checklist approach'.

• Embrace the personal nature of reflection by stimulating awareness of one's personal reflection styles as part of the reflective process.

• Shift the focus of research to the practice of reflection.

A strong vision on reflection can lead to a balanced curriculum, setting students up for a lifelong learning as a reflective practitioner.

Reflection in pharmacy education

- Reflection needs to be integrated in higher level curriculum design, rather than interspersed sporadically by enthusiastic educators.

- All pharmacy educators involved in curriculum design and delivery understand and model reflective practice – shift the focus from a mandatory task towards a meaningful step in students' professional development.

- … need for a coordinated integration of meaningful reflection in everyday behaviors ... with feedback from mentoring academic or practice staff also acting as role models, and with the emphasis on self-evaluation as a means of on-going monitoring.

CULTURE!

STRAATEGY!!!
Some of the Challenges

- Pharmacy (focused thinking) and Reflection (diffuse thinking) can feel at odds with each other – competing neural pathways
Focused

Diffuse
Some of the Challenges

• Pharmacy (focused thinking) and Reflection (diffuse thinking) can feel at odds with each other – competing neural pathways

• Changing to a reflective & developmental culture presents a wider leadership challenge – particularly in a world of academic freedom
Some of the Challenges

• Pharmacy (focused thinking) and Reflection (diffuse thinking) can feel at odds with each other – competing neural pathways

• Developing a developmental culture presents a wider leadership challenge – particularly in a world of academic freedom

• You don’t understand it until you’ve experienced it

• This can feel like another “burden” in the context of academic workload

• Are academics being supported in personal and professional development?
Detached reflection cannot be demanded in the presence of an uplifted knife.

~ Oliver Wendell Holmes
It's an excessive desire to collect micro-feedback about ourselves.....

we're constantly checking for feedback, and it's addictive.

“social media is a drug that causes addiction” It's not the gadget itself, it's the micro-reward we crave.
When Reflection goes too far

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Are academics being supported in personal and professional development?

Who’s looking after me?
Putting the Humanity into Education
Modern frameworks & concepts

- The Inner Game … - Tim Gallwey - individual uses non-judgmental observations of critical variables

- Vulnerability – Brenee Brown

- Growth Mindset - Carol Dweck – Recognition that effort can make you stronger. Supporting Growth Mindset in education (CPD??)

- Positive Psychology - Martin Seligman – Reframing thinking

- Flow - Csíkszentmihályi – Psychological concept describing a highly focused mental state conducive to productivity (Maslow, Rogers)

- Coaching - John Whitmore – GROW model
Looking after your own development

• Coaching
• Mentoring
• Peer Support
• 360 degree feedback
• Leadership Training
• Follow those who inspire you!
Community Pharmacy & Quality Improvement
Business Management & Leadership
Academia
HR – Capability Development - Coaching
CPD/Regulation – Irish Institute of Pharmacy
Life Long Learning
Pro-bono Coaching/Blogging – www.reflections.ie
Don’t underestimate your individual impact

• Understanding the “Why”

• Giving & seeking feedback (Not in another survey!)

• “In the moment” feedback (Direct observations) – Strengths based

• Coaching questions designed to provoke thought

• Coaching/Mentoring/Peer Support

• Visible Role Modelling – particularly in leadership positions

• If you’re a brave leader – can you lead culture change?
Don’t underestimate the challenge of changing culture!
Critically Reflective Practice as a way of being

• Being open to change

• Being conscious of the lenses we use
  Our own autobiographies as learners
  The eyes of our clients
  The experience of colleagues
  Theoretical literature

• Managing stress
• Mindfulness
• Sharpening the saw

Barbara Bassot – The Reflective Practice Guide
EVERY MASTER MUST FIND HIS PATH TO INNER PEACE.

SHIFU
Thank you

Catriona Bradley
catrionabradley@rcsi.ie
c_t_bradley
www.reflections.ie
Reflection: so you can shift with the wind

Tuned mass damper.

Oil hydraulic systems push a 400-ton concrete weight back and forth on one of the top floors, shifting the weight of the entire building from side to side.

A sophisticated computer system carefully monitors how the wind is shifting the building and moves the weight accordingly. Some similar systems shift the building's weight based on the movement of giant pendulums.
All the great leaders and organisations communicate the same way...

People don't buy WHAT you do, they buy WHY you do it.

It's the simplest idea.

The Golden Circle

Few People or Organisations know WHY they do what they do.

DO BUSINESS with people who believe what you believe.

IT LINKS DIRECTLY to how our BRAIN WORKS.

Law of Diffusion of INNOVATION

Inspired leaders and organisations communicate from the INSIDE OUT.

I BELIEVE

by WWW.LYNNECAZALY.COM

Why should anyone care?

Martin Luther King

We know how we do it.

We know what we do...

Leaders

Brain

RCSI