

# EXERCISE 8

## TEAM REFLECTION - CONDITIONS FOR LEARNING

We all have individual preferences on how we learn best. Some learn best when they plan what to do, some benefit most from doing, some learn best from reflecting on what has been done and some are at their best when they can connect and devise a mutual purpose. What we all have in common is that as adults we need time and space to debrief and reflect on what we have done in order to exchange our earlier beliefs and ingrained principles with new beliefs and values. Many times we feel that we have no time for reflection and learning. We realise, however, that team learning helps each individual to envision themselves in the change curve and enhance the group's ability and the time it takes to transform and learn. This exercise should be run on a regular basis throughout the entire change and transition initiative.

### Purpose and objective

- To collectively enhance your team's ability to transform and learn as you move through the change curve.
- At the end of the exercise everyone should be able to learn from what is happening here and now. Move beyond their own safety zones and challenge and make real value shifts.

### Steps to take

1. Introduce the purpose and objective of this exercise.
2. If it is the first, second or third time; explain the four dimensions of the Team Learning Wheel. Emphasise that we all have different learning preferences, which means that we contribute better and more in some parts of the wheel.
3. Emphasise the difference between discussion and dialogue. Discussion is based on right and wrong statements whereas dialogue is based on the belief that there is no right and wrong. Good reflection is based on dialogue and fearless statements about what each team member has experienced in terms of feelings, thoughts and learning.
4. Write on a flipchart what you want the group to reflect on. Encourage clarification and adjustments to what you have written. Try to be specific in time and scope.
5. Ask everyone to start individually for 5-7 minutes and write down their own feelings, thoughts and learning. Invite them to start sharing. Encourage and recognise everyone who is sharing, especially in the beginning and during the first reflections, in order to diminish fear and build trust in the process.
6. Continue until you feel there is no energy left in the group. Don't be afraid to work with silence. This means it is fine to sit quietly for a few minutes without anyone saying anything, just thinking, feeling and connecting.

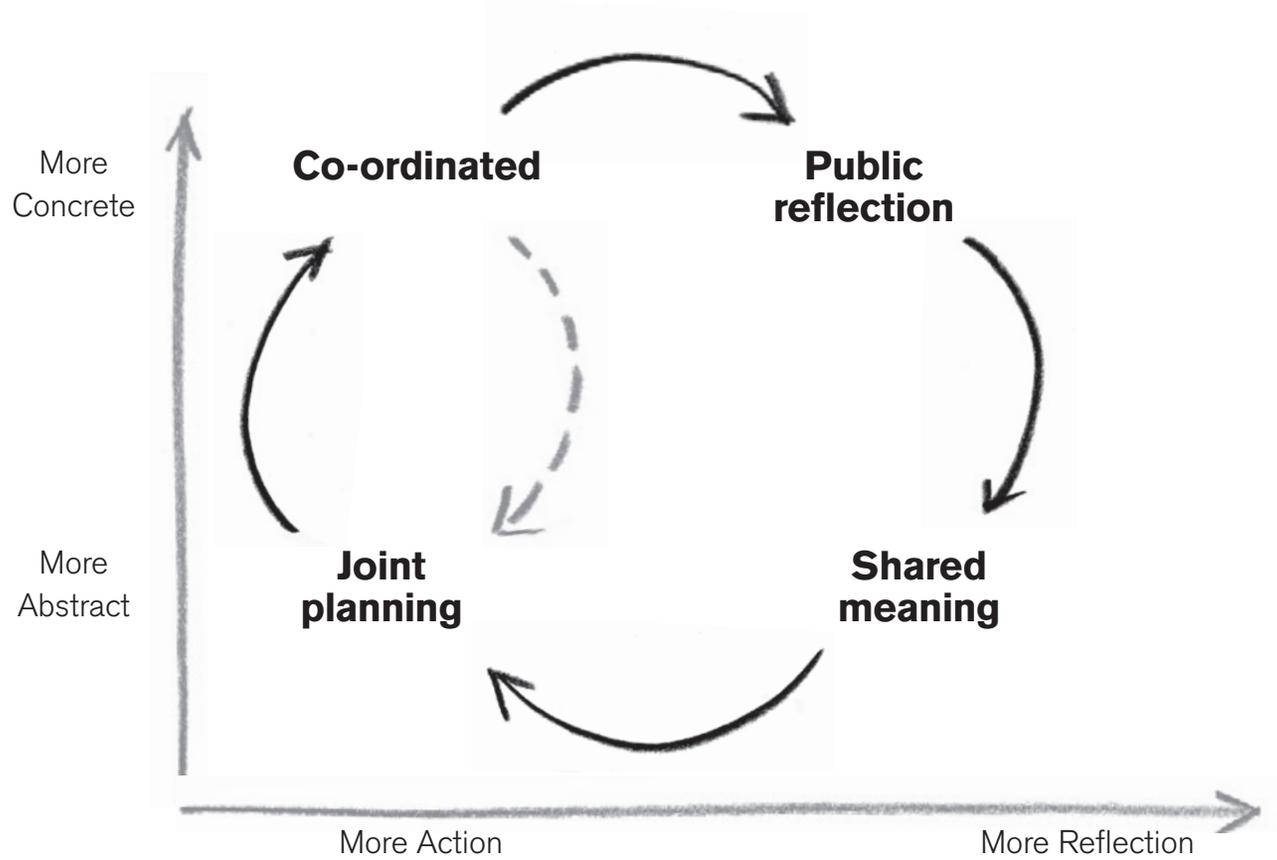
### Time needed

This varies considerably. Sometimes a short 10-minute reflection gives a lot, while in other cases an entire day or two will be insufficient.

The most important thing here is to create a language and a way of working with your team to achieve team reflection. The team will need time and repetition to include in their shared culture how they learn together. Time allocation must come from you as a leader – you need to prioritise and give them the go-ahead to use time for reflection.

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**THE TEAM LEARNING WHEEL**



Source: *Fifth Discipline - Field book*