

Reflection Rounds

Intellectual Output 4

National Report

United Kingdom

Pilot 2

Prepared by Inova Consultancy
2020



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1. Introduction

Mindful Managers is an innovative project, which utilises an e-learning tool, a training programme and Reflection Rounds. Through this programme, participants will develop skills and competences to proactively and positively manage mental wellbeing and build resilience at work. This report will assess the effectiveness of the second piloting of the Mindful Managers Reflection Rounds in the UK.

The three Reflection Rounds sessions were held in the afternoon on the same day as the second, third and fourth Mindful Managers pilot 2 training sessions. The programme was held in February and March 2020 and all sessions were held at Inova Consultancy in Sheffield. The location is central and close to the venue for the training programme. The Reflection Rounds were divided into 3 sessions which lasted for approximately 3 hours.

The Reflection Rounds were facilitated by Val Boulding. Val has extensive experience in Community Development, Sustainable Communities and Diversity Training. In addition, Val is an International Project Manager at Inova. The participants were comfortable working with Val, as they had already worked with her during the training programme.

1.1. Overview of Reflection Rounds Purpose and Methodology

Reflection Rounds were inspired by Mentoring Circles™, a methodology which was developed by Inova Consultancy in 2001. Inova has extensive experience using this methodology for a range of projects and target audiences. Reflection Rounds enable public sector managers to reflect on their problems, issues, opportunities and challenges with others going through similar experiences and supporting them to reflect on wellbeing at work. Each participant is given sufficient time to work through their personal issues and then the group explores solutions to these issues together. These sessions provide a safe, yet challenging, environment where ideas for managing stress at the workplace can be discussed and explored. Over the duration of the course, possible options for action can be generated and discussed. In addition, participants are encouraged to develop self-reflection and self-belief. As a result, the individual is helped to find the next steps forward in focusing on their mental wellbeing. For a full description of Reflection Rounds methodology, please see the Reflection Rounds Facilitator's Guide.

1.2. Recruitment

There was no need for additional recruitment strategies, as the participants were recruited directly through the training programme. Below are some of the recruitment materials from pilot 2 of the training programme, which also proved helpful for the Reflection Rounds.



FEB
17

Be a Mindful Manager!

by Inova Consultancy [Following](#)

Free

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Sales Ended
Details

Do you work in the public sector? Do you struggle to focus at work? Explore mindfulness in this innovative FREE training programme.

About this Event

Registration is now open for four coaching sessions which focus on mindful management in the public sector workplace.

- You will be provided with a holistic and extensive training package.
- This mindful approach will help you develop new tools when managing a busy stressful workplace.
- You will learn about new habits to ensure a good work-life balance.
- You will cascade this learning to your team to enrich performance and productivity.

Date And Time

Mon, 17 Feb 2020, 09:30 -
Mon, 9 Mar 2020, 12:30 GMT
[Add to Calendar](#)

Location

Quaker Meeting House, Room 4
10 Saint James' Street
Sheffield
S1 2EW
[View Map](#)

Be a Mindful Manager!

Start: Monday 17 February 2020 09:30

End: Monday 9 March 2020 00:30

Location: Quaker Meeting House, Room 4 10 Saint James' Street Sheffield S1 2EW

Do you work in the public sector? Do you struggle to focus at work? Explore mindfulness in this innovative FREE training programme.

[Register >](#)

2. Overview of Participants

The majority of the participants were recruited directly from the Mindful Managers training sessions and one of the members was new to the project and course. A summary of background data from each participant can be seen in Table 1 below:

Participant	Background
1	She is currently unemployed, but she has a background in nutrition. She is interested in working in the public sector as a nutritionist and she wanted to gain some training before applying for jobs.
2	She is currently taking a break from teaching as she has recently moved to the UK. However, she is eager to return to education and would like to use mindful management techniques in order to prepare herself for the public sector.
3	She is currently unemployed; however, she is eager to gain employment in the public sector. She is participating in several training programmes in order to develop robust skills.
4	She is a manager of a team at Sheffield City Council. She is eager to use mindfulness and other techniques in her management in order to achieve the best for herself and her team.
5	She is a manager of a large team at Sheffield City Council. She is attempting to adapt her management style to the modern environment and is eager to use mindfulness in her daily work.
6	She is a manager of a large team which is spread across several sites of Sheffield City Council.
7	She works at the Crown Prosecution Service. She is eager to progress in her role and gain a managerial position.

3. The Format and Process of Reflection Rounds in the UK

Table 2. Sessions overview

	Session 1	Session 2	Session 3
Date	24/02/20	02/03/20	09/03/20
Number of participants	4	5	3

The second pilot of Reflection Rounds delivery in the UK was attended by a total of 7 participants across the 3 sessions. All sessions took place at Inova Consultancy. The Reflection Rounds were held in the afternoon, following on from the morning training session. This enabled the participants to have a deeper understanding of the methodology and the concepts of the Mindful Managers project. The facilitator felt that this was a better method of scheduling the programme than the break between the two programmes which was scheduled for the first pilot.

The focus of the sessions was on personal discussions of mindfulness and stress in the workplace. Some PowerPoint presentations, worksheets and activities were used to supplement the discussions.

3.1. First Session

All administrative tasks were completed before the session commenced, this included an attendance list (Annex 1) and a programme agreement. As part of the Circles™ methodology, all participants completed a soft skills analysis (Annex 8) at the start of the first session. The aim of this is to track the participants' progression over the duration of the course; therefore, it aids one's self-awareness.

The group was encouraged to create a Group Agreement. As confidential information was shared during the programme, it was essential to ensure that learners felt safe and secure, and the Group Agreement outlined this. This Agreement was revisited over the duration of the course and was revised as and when necessary.

The participants were diverse in their roles and experience; therefore some interesting discussions were fostered which explored stress and management in the public sector. As a team, the group analysed mindful approaches to their issues. Following on from each participant's issue, peer support was offered by the group and suggestions were made for addressing their concerns relating to mindful management. Rather than telling each other what to do, or relating issues to personal experiences, the group supported one another to come to their own conclusions relating to their personal issues. In preparation for the second

session, each participant set themselves targets which they worked on before the next Reflection Round.

All participants completed a session evaluation form (Annex 4) at the end of the session.

3.2. Second Session

Before commencing with the session, the facilitator completed all administrative tasks (Annex 2). In order to track their personal journey in relation to Mindful Management, all participants were asked to revisit their issue from the first session. They were given time to outline any progress or escalation they had experienced in relation to this issue.

Following on from the discussions, the group completed a worksheet where they were able to state and reflect on their needs in relation to various personal and professional concepts. Afterwards, Val introduced the concept of mind mapping and exhibited some examples. The group had created mind maps of their own, relating to their personal professional issues, during the morning session. These mind maps formed the basis for the group discussions as they were able to delve into their concerns and work towards solutions. In preparation for the third session, each participant set themselves targets which they worked on before the next Reflection Round.

All participants completed a session evaluation form (Annex 5) at the end of the session.

3.3. Third Session

The facilitator completed all administrative tasks before commencing with the session (Annex 3). As with the previous session, all participants were asked to revisit their issue from session two. They were given time to outline any progress or escalation they had experienced in relation to this issue. This process ensured that they were able to reach their goals in relation to mindful management. Following on from these recaps, each participant outlined a new issue relating to public sector management. As this was the third session, the group were confident in their ability to provide peer support to the team members. Therefore, they smoothly set personal goals to improve their situation.

At the end of the session, the participants completed the post course soft skills evaluation (Annex 9). These charts enabled them to visualise the progress they had made over the duration of the programme.

All participants completed a session evaluation form (Annex 6) at the end of the session. In addition, the participants completed a final evaluation form to assess the effectiveness of the training programme as a whole (Annex 7).

3.4. Photographs of Reflection Rounds

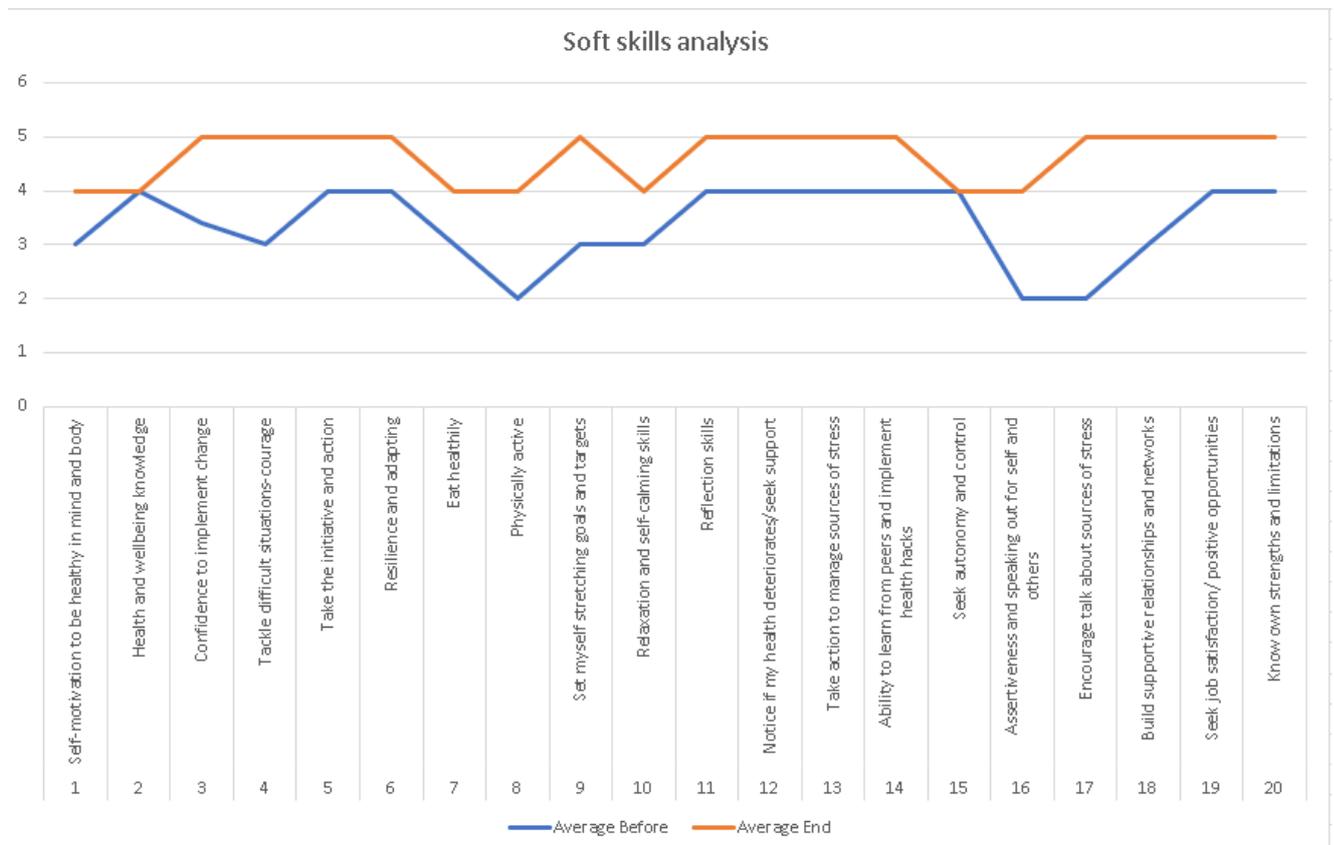


4. Impact of Reflection Rounds

The Reflection Rounds were assessed by the participants with session evaluations (Annex 4 - 6) and a final evaluation form (Annex 7). The evaluation forms collected both quantitative and qualitative data from the participants. The facilitators used these assessments during the programme to ensure they were providing the participants with a relevant and engaging course. The data from these forms has established the basis of the analysis of the impact of the Reflection Rounds.

4.1. Soft Skills Development

The participants completed a soft skills evaluation form at the start of the first session (Annex 8) and the end of the final session (Annex 9). Due to the busy schedules of the participants, only one member was able to complete both forms. However, the facilitator felt that there was significant improvement in the soft skills of all of the participants over the three sessions. An analysis of this participant's data can be seen in the charts below.



Skills and Attributes		Average		Difference
		Before	End	
1	Self-motivation to be healthy in mind and body	3	4	1
2	Health and wellbeing knowledge	4	4	0
3	Confidence to implement change	3.4	5	1.6
4	Tackle difficult situations-courage	3	5	2
5	Take the initiative and action	4	5	1
6	Resilience and adapting	4	5	1
7	Eat healthily	3	4	1
8	Physically active	2	4	2
9	Set myself stretching goals and targets	3	5	2
10	Relaxation and self-calming skills	3	4	1
11	Reflection skills	4	5	1
12	Notice if my health deteriorates/seek support	4	5	1
13	Take action to manage sources of stress	4	5	1
14	Ability to learn from peers and implement health hacks	4	5	1
15	Seek autonomy and control	4	4	0
16	Assertiveness and speaking out for self and others	2	4	2
17	Encourage talk about sources of stress	2	5	3
18	Build supportive relationships and networks	3	5	2
19	Seek job satisfaction/ positive opportunities	4	5	1
20	Know own strengths and limitations	4	5	1

Her soft skills improved significantly over the three sessions. As can be seen in the charts, the only aspects which remained the same were “health and wellbeing knowledge” and “seek autonomy and control”. Every other skill increased over the short duration of the programme. When increasing soft skills awareness, people often grade these skills slightly lower as they become more reflective and more realistic about their own attributes. Moreover, the rating could fluctuate on a daily basis, depending on how the participants feel about themselves and the session.

4.2. Participants’ testimonials

What were your expectations for today's session?

- “To explore mindfulness and a mindful approach to the workplace and life in general.”
- “I wanted to learn and experience the process so I can continue with my colleague.”
- “To interact with the group on challenges to find potential resolutions.”

Has today fulfilled these expectations?

- “What we talked in the session was really useful for me.”
- “Yes, it was very helpful.”

What are the three things you have learned about yourself today?

- “Stop negativity, find positivity, move on till get success.”
- “I really enjoy supporting others, I enjoy problem solving, I love finding out about people.”

What was the most worthwhile thing about your group session today?

- “It was interactive and everyone got a chance to talk.”
- “Being reminded that the issue at work doesn’t now define me.”
- “Positive feedback and coaching making me realise my strengths and have faith in my abilities.”

Is there anything you would like to have changed about the session or that you did not like?

- “Wish I could have stayed longer!”

Any other comments?

- “Thank you! For the mindfulness exploration. It’s important to have a safe and comfortable space to reflect.”
- “A very balanced event. It helps to recognise team issues and how best to solve them.”

5. Conclusion and recommendations

All participants completed a final session form at the end of the third session (Annex 7); this form was completed by three participants. The final evaluation form will be beneficial to the finalisation of the project. Participants analysed the quality of the content and training from the Reflection Rounds programme and how this related to their experiences as public sector managers. The feedback on these forms was extremely positive and the group was eager to continue building on these skills after the formal training had been completed. This is a positive comment on the long term sustainability of the project.

Both the facilitator and the participants deemed the second pilot of the Mindful Managers Reflection Rounds to be a success. The three sessions were interactive and engaging and the participants were given the opportunity to share personal issues relating to mindful management. Moreover, the participants were eager to participate in future training and share the content from the Mindful Managers Training Programme and Reflection Rounds with their team at work.

5.1. Facilitator’s Comments

The facilitator felt that the second piloting of the Reflection Rounds was a success. A positive learning and sharing experience was fostered thanks to the successes of the training

programme and the attitudes of the learners. They worked through some difficult issues relating to mindful management and maintained a sensitive and confidential approach.

It was felt that the schedule of holding the Reflection Rounds directly after the training sessions was beneficial to both the trainer and the learners. They were able to maintain a focus on the topic and there was an increased sense of collaboration.

6. Annexes

In separate documents:

1. Attendance list session 1
2. Attendance list session 2
3. Attendance list session 3
4. Evaluation forms session 1
5. Evaluation forms session 2
6. Evaluation forms session 3
7. Final evaluation forms
8. Pre soft-skills evaluation forms
9. Post soft-skills evaluation forms