

Team-level Reflections/Journaling

In class, students do reflections because it is assigned by the professor. In the workplace, managers and executives do reflections because it is a *key characteristic of career success*. The ability to create a habit, of one's own volition, with genuine thoughts aligned with personal and professional success is a mark of a quality organizational leader.

Doing this task daily is best but can be difficult in our fast-paced world; however, doing this task monthly is possible but it can be hard to remember the key, needed details. For many individuals, doing this task weekly may be the most practical solution. Honest truth? Choose whichever timeframe generates the best results for you.

Even a subject such as personal reflections has research that is recent, rigorous, and relevant. The following guidelines were excerpted and adapted from the following text:

Amabile, T., and Kramer, S. (2011), *The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work*, Harvard Business Review Press.

Guidelines for Reflections/Journaling as a Team Member

Catalysts

(behaviors that help with achievement or help change towards achievement)

- Did the team have clear short- and long-term goals for meaningful work?
- Did team members have sufficient autonomy to solve programs and take ownership of the project?
- Did they have all the resources they needed to move forward efficiently?
- Did they have sufficient time to focus on meaningful work?
- Did I give or get them help when they needed or requested it? Did I encourage team members to help one another?
- Did I discuss lessons from today's successes and problems with my team?
- Did I help ideas flow freely within the group?

Nourishers

(behaviors that produce or draw in positive energy)

- Did I show respect to team members by recognizing their contributions to progress, attending to their ideas, and treating them as trusted professionals?
- Did I encourage team members who faced difficult challenges?
- Did I support team members who had a personal or professional problem?
- Is there a sense of personal and professional affiliation and camaraderie within the team?

Inhibitors

(behaviors that hinder achievement or hinder change towards achievement)

(i.e., the *opposite* of **Catalysts**)

- Was there any confusion regarding short- or long-term goals for meaningful work?
- Were team members overly constrained in their ability to solve problems and feel ownership of the project?
- Did they lack any of the resources they needed to move forward effectively?
- Did they lack sufficient time to focus on meaningful work?
- Did I or others fail to provide needed or requested help?
- Did I “punish” failure, or neglect to find lessons and/or opportunities in problems and successes?
- Did I or others cut off the presentation or debate of ideas prematurely?

Toxins

(behaviors that consume or draw out positive energy)

(i.e., the *opposite* of **Nourishers**)

- Did I disrespect any team members by failing to recognize their contributions to progress, not attending to their ideas, or not treating them as a trusted professionals?
- Did I discourage a member of the team in any way?
- Did I neglect a team member who had a personal or professional problem?
- Is there tension or antagonism among members of the team, or between team members and me?

Additional Questions about Work Life

- Did I see any indications of the quality of my subordinates’ work lives today?
 - Specifically, did I see any indications of the perceptions of the work, team, management, or firm?
 - Specifically, did I see any indications of emotions?
 - Specifically, did I see any indications of motivation?
- What specific events might have affected my work life today?

Action Plan

- What can I do tomorrow to strengthen the catalysts and nourishers identified and provide ones that are lacking?
- What can I do tomorrow to start eliminating the inhibitors and toxins identified?