Leadership II

TOPIC 3

Mind, thinking, aspects of processes, cognition and decision-making
Contents:
• Psychological processes and aspects jointly participating in learning.
• Inferring, sharing knowledge and decision-making.
• Method of reflection and debriefing (AAD).
• Methods for identifying disposition qualities.
Method of reflection

Reflection means conscious fixing of attention and focusing our mind on the process and results of our own thinking in order to assume inner distance.

Reflection as method, means of awareness, enables one to view the “self” in the process of learning, assume inner distance, mentally “step out”, emerge from situational context, focus on what we experience and observe. Studying and practicing this methods establishes conditions for stepping out of the reactive level of relations to the proactive level and enables us to utilize what we observe and how we observe it, to advance towards formation of auctorial knowledge.

Levels of applying the reflection method:

• Personal level.
• Team (system) level.
<table>
<thead>
<tr>
<th>Process</th>
<th>Aspects</th>
<th>Method</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>thinking</td>
<td></td>
<td>Feedback</td>
<td>reactive</td>
</tr>
<tr>
<td>I think of my thinking</td>
<td>Identification of and insight into cognitive and mental models, images, metaphors and paradigms. Foundation of auctorial thinking.</td>
<td>Reflection</td>
<td>proactive</td>
</tr>
<tr>
<td>I think of how I think of my thinking</td>
<td>Working with the gap, distance from phenomena, processes, functions and actions. Mobility within the cognitive continuum. Parallel and follow-up method – meditation.</td>
<td>Reflection</td>
<td>proactive</td>
</tr>
</tbody>
</table>

**Reflection in the process of sharing**

| I think of how others think of my thinking | Thinking in relationships and processes, system thinking in levels. | Reflection | proactive |
Debriefing (AAD – after action debriefing)

Debriefing – team reflection after action (AAD)

- Team members + possibly instructor, commander, coach.
- Conducted within 48 hours of event or later.
- The goal is to process action experience, emotional tension, to provide opportunity to share experiences and methods applied, to boost the capabilities of microteam as well as its individual members, to convert new experience into knowledge and skills).

AAD debriefing and its procedure
1. **Introduction** (significance, purpose, rules)
2. **Facts stage** (personal story in action, what happened, what I saw)
3. **Thoughts stage** (reflection on event, cognitive level)
4. **Relations and processes stage** (what was good, what I need)
5. **Methods and procedures stage** (what worked and why, what did not work and why)
6. **Learning stage** (what to do differently next time and why)
7. **Return** (summary, conclusion)