

EXERCISE 2.2

Keeping a journal

Exercise A. Kolb's Cycle

This is based on Kolb's (1984) experiential learning cycle (McMullan and Cahoon, 1979; Coghlan, 1993).

1. *Concrete experience*: describe a concrete event which has taken place in the work situation: what happened, who said or did what, what you felt, said or did; what happened next, what the consequences were. Stick to a single event bounded by time. Be clinically neutral in the description – like a news bulletin.
2. *Reflection*: now, looking back with hindsight, what are your feelings, reactions, observation and judgements on this event? Perhaps now you notice that this has happened before or often. Maybe you are disappointed, angry or pleased with your own reactions at the time? How do you view your reactions and/or behaviour? What were the triggers that provoked your reaction?
3. *Conceptualization*: relate relevant concepts to the experience described and formulate tentative conclusions, generalizations or hypotheses.
4. *Experimentation*: suggest action implications for applying, testing or extending what you have reflected on, with a view to setting some behavioural goals for similar future situations. These are not general resolutions, but specific and concrete actions coming directly from your experience, reflection and conceptualization.

(Continued)

(Continued)

Exercise B. ORJI

This is based on Schein's (1999, 2013) ORJI (Coghlan, 1993).

1. Take a situation or event where your own behaviour resulted in an unpredicted outcome.
2. What did I actually observe? Can I describe it?
3. How did I react? What feelings were aroused in me?
4. What was my judgement about what happened? What thoughts or evaluations did the event trigger?
5. What did I do about it? How did I intervene? (Remember: doing nothing or remaining silent is also an intervention.)