

Reflective models significantly influence management techniques by encouraging **critical thinking, self-awareness, and continuous improvement**. Here's how they affect management practices:

1. Promote Continuous Learning

Reflective models (e.g., **Gibbs' Reflective Cycle, Kolb's Experiential Learning Cycle**) encourage managers to evaluate their experiences—what went well, what didn't, and why. This process:

- Helps managers learn from successes and failures.
 - Encourages evidence-based adjustments to leadership style or decision-making.
 - Builds a habit of lifelong learning.
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2. Enhance Emotional Intelligence & Self-Awareness

By reflecting on interpersonal dynamics (e.g., in team meetings or conflict situations), managers:

- Become more aware of their emotional responses.
 - Understand their impact on others.
 - Improve empathy and people management.
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3. Improve Decision-Making

Reflective thinking reduces impulsivity and biases. Managers who reflect:

- Assess decisions more thoroughly.
 - Identify past decision patterns (good and bad).
 - Apply insights to improve future strategies.
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4. Develop Leadership Skills

Reflective models encourage managers to:

- Think critically about their leadership effectiveness.
 - Adapt their approach based on team feedback and outcomes.
 - Develop a more authentic, responsive leadership style.
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5. Support Organizational Learning & Culture

Reflective practice can be embedded into team routines (e.g., debriefs, after-action reviews), leading to:

- A culture of openness and trust.
- Collective learning and innovation.
- More agile and adaptive teams.

Common Reflective Models Used in Management

Model	How It Helps in Management
Gibbs' Reflective Cycle	Structured reflection on experiences
Kolb's Learning Cycle	Connects experience to conceptual learning
Schon's Reflective Practice	Focuses on "reflection-in-action" (real-time) and "reflection-on-action" (after the fact)
Driscoll's Model	Simple, question-based ("What? So what? Now what?")

Example:

Situation: A team project fails to meet a deadline.

- **Gibbs' Cycle** helps the manager examine: what happened, their feelings, the cause, what was good/bad, what could be done differently, and how to improve.
- This reflection may lead to new time management techniques or better communication systems.