## Contents

|   | Illustratior<br>Preface<br>Introductio                                   |   | ix<br>אל<br>עא |
|---|--|---|----------------|
| 1 | The Contributions and Limitations of Existing Perspectives of Reflection |   |                |
|   | Chapter 1  | Reflection in Management  | 3              |
|   | Chapter 2  | Reflection in Education   | 17             |
|   | Chapter 3  | Approaches to Investigating Reflection:<br>Inductive and Deductive Research | 33             |
| п | An Induct<br>at Food Co  | ive Exploration of Active Reflection<br>rp. and Health Co.                  | 45             |
|   | Chapter 4  | A Theory-Building Study of Active Reflection                                | 47             |
|   | Chapter 5  | Overview of Active Reflection   | 63             |
|   | Chapter 6  | How Active Reflection Operates  | 77             |
|   | Chapter 7  | The Role of Timing, Intuition, and Emotion                                  | 95             |
|   | Chapter 8  | Influences on Active Reflection: An Overview                                | 115            |
|   | Chapter 9  | Key Influences that Enable Active<br>Reflection and Learning                | 123            |

## Contents

| ш  | A Deductiv   | e Examination of Proactive Reflection                     |     |
|----|--------------|---|-----|
|    | at Tech Inc. |   |     |
|    | Chapter 10   | An Experimental Study of Proactive Reflection             | 145 |
|    | Chapter 11   | How Reflecting Alone and with Others<br>Enhances Learning | 157 |
| IV | A New, Ho    | listic Perspective of Reflection                          | 173 |
|    | Chapter 12   | An Integrated Model of Active and Proactive<br>Reflection | 175 |
|    | Chapter 13   | Implications for Theory and Future Research               | 191 |
|    | Chapter 14   | Practical Implications: Enhancing Managerial<br>Learning  | 203 |
|    | References   |   | 215 |
|    | Index        |   | 223 |

## Illustrations

| Exhibits |   |     |
|----------|---|-----|
| 4-1      | Descriptions of Participants' Experiences at Food Corp.                                     | 51  |
| 4-2      | Descriptions of Participants' Experiences at Health Co.                                     | 55  |
| 4-3      | Summary of Data Analysis Activities<br>Corresponding to Rounds of Data Collection           | 58  |
| 10-1     | Experimental Treatment: Proactive Reflection<br>Activity and Proactive Reflection Questions | 148 |
| 14-1     | General Guidelines for Proactive Reflection   | 204 |
| Figures  |   |     |
| 1-1      | Conceptual Framework of the Role of Active Reflection                                       | 13  |
| 2-1      | Conceptual Framework of the Role of Proactive Reflection                                    | 28  |
| 3-1      | Influences on the Choice of Research<br>Approach  | 42  |
| 4-1      | Iterative Process of Data Collection and<br>Data Analysis                                   | 59  |
| 5-1      | Model of the Process of Active Reflection   | 65  |

## Illustrations

| 5-4    | Learning Styles of Health Co. and Food Corp. Research Participants  | 73  |
|--------|---|-----|
| 6-1    | Five Common Types of Questions Formed in Inquiry  | 79  |
| 7-1    | The Role of Emotions in Active Reflection   | 110 |
| 8-1    | Specific Enabling Influences on Active Reflection   | 117 |
| 12-    | Integrated Model of Active and Proactive Reflection   | 177 |
| 12-2   | Matrix of the Specific Variables Involved in the<br>Two Modes of Reflection   | 178 |
| 14-    | Time Line for Promoting Learning Through Reflection   | 210 |
| Tables |   |     |
| 11-1   | Comparison of Learnings between Treatment<br>Groups (Analysis of Variance)  | 159 |
| 11-2   | Effect of Type of Proactive Reflection and Other Independent Variables on Amount of Learning (Analysis of Covariance) | 160 |
| 11-3   | Effect of All Independent Variables (Except Type of Experience) on Amount of Learning (Multiple Regression Analysis)  | 161 |
| 11-4   | Mean Level of Satisfaction with Learnings<br>Recorded and Proactive Reflection Experience by<br>Treatment Group       | 162 |
| 11-5   | Mean Level of Satisfaction with Learnings<br>Recorded and Proactive Reflection Experience by<br>Peer Subgroups        | 162 |
| 11-6   | Number of Learnings by Type of Learning and<br>Treatment Group  | 165 |