

## About Reflection Round Table

Reflection Round Table (developed around the world under the name “CoachingOurselves”) is a program created in 2006 in Montreal, Canada by Professor Henry Mintzberg, Professor Jonathan Gosling, and Phil Lenir, based on the idea of studying and learning about management through our own experiences.

The aim of the program is for managers to learn while reflecting on their own experiences and engaging in dialogue with fellow managers in order to create movements for organizational change.

CoachingOurselves’ style of learning while gathering each week for managers to discuss their experiences has overthrown conventional wisdom. Be sure to keep an eye on the spread and development of this program. Japan was the first country to which the new program was brought in 2007, but that’s just the tip of the iceberg – CoachingOurselves has been introduced in some 20 countries around the world, including the United Kingdom, Germany, the Netherlands, Brazil, Australia, and Denmark, and continues to grow.

J.Feel became the program’s first international partner. J.Feel has engaged in developed the program uniquely in Japan, using 75 minute weekly meetings for managers with a focus on making reflection into habit. Reflection Round Table has already been introduced into 43 companies and groups in Japan, and its graduates total 2,606 (as of August 2015). Through managers engaging in continuous dialogue over 20 to 30 consecutive weeks, CoachingOurselves has forged strong communities and resulted in middle manager-originated movements to change their organizations (truly the “Middle-Out” approach advocated by Professor Mintzberg).

The first world conference was held last year in Montreal, with followers of the CoachingOurselves philosophy gathering from around the world to share their case studies. Case studies from Japan (from Fujitsu Social Science Laboratory and J.Feel) had a particularly big impact at the conference. Participants from the four corners of the globe hold high expectations for the second world conference, scheduled to be held in Japan this year. Focusing on advanced cases of organizational development, the conference will serve as a space for realizing the limitless possibilities of the CoachingOurselves program.

### Executive Office

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# Reflection Round Table World Conference

A future led by reflection and dialogue



### J.Feel Inc.

J.Feel is a consulting firm which aids people and organizations in engaging in change by resuscitating the “connections” between people and creating chains of positive emotions. It is when one is supported and feels that one is truly needed that one can perform the best work for one’s colleagues and one’s clients. This, in turn, generates organizational vitality and creates a positive environment for the growth of both people and the organization. It is our desire to help create such organizations and cultivate such people. Harnessing the strengths of the company Amuse Group, which represents the band Southern All Stars among others, J.Feel is currently creating an organizational revitalization and human resources development program which make use of Amuse’s knowledge of how to shake and move people’s hearts.

# Reflection Round Table World Conference

Changing organizations and society through the cultivation of communities using reflection and dialogue

**Dates:** Oct. 5, 2016 (Wed.)~Oct. 8, 2016 (Sat.)

**Venue:** Oct. 5, 2016 (Wed.)~Oct. 7, 2016 (Fri.)  
Bellesalle Shinjuku Grand Conference Center  
Tokyo-based and nearby companies which have introduced Reflection Round Table (Oct. 7 [Fri.] morning session only)

Oct. 8, 2016 (Sat.)  
Fujitsu Marketing Limited Collaboration Space

**Basic concept: A future led by reflection and dialogue**

A society where each person can live in their own way and pursue happiness is anyone's ideal. Through the accumulation of knowledge and effort over countless years, human beings have achieved a society with both a high level of culture and a highly developed economy.

Conversely, however, oppression due to differences in wealth and power, as well as differences in ideologies and creeds, has resulted in deep-seated antagonism between people. Even in familiar situations, such as our workplaces and local communities, the truth is that it is difficult to respect and trust each other.

We are confident that regardless of the size of the challenges each of us face, their essence can be resolved through the release of selfish desires and the giving of mutual respect. And, the principles behind the thinking and actions which will achieve this are "reflection" and "dialogue."

The Reflection Round Table World Conference comprises mastering the essence of reflection and dialogue together with the sharing of company-focused case studies and the expansion of CoachingOurselves' ideals to include social problems. This conference will be held as a space for participants to take the first step toward new action, as an individual, as a member of an organization, and as citizens of the global society.



Reflections 2015 conference in Montreal

**Composition and content:**

1. < The essence of reflection and dialogue > Learning from Oriental thinking

Overcoming each other's differences to achieve understanding starts first with reflection which focuses on yourself. On the first day of the conference, a Zen session will be conducted by guest Issho Fujita, a world-renown Zen guide. Afterward, a discussion will be held on the meaning and methods of reflection together with Professor Jonathan Gosling, one of the founding members of Reflection Round Table.

A session in which all participants will join in will also be held based on the Zen session. Participants will share their reflections and insights to further deepen their dialogues.

2. < Practical case studies of reflection and dialogue > Organizational development using reflection and dialogue

Participants will share how reflection and dialogue have been utilized in organizations in countries around the world.

On the second day of the conference, Reflection Round Table (developed under the name "Coaching Ourselves" internationally) originator Professor Henry Mintzberg, as well as Phil Lenir, will talk directly. This will be followed by presentations on practical case studies from Japan and around the world.

On the third day of the conference, participants will visit companies based in Tokyo and nearby to experience their environments for themselves. These will serve as spaces for acquiring clues to organizational change via the sharing of case studies extending from the changes in managers' thoughts and actions to organizational development. Further, a session will be held on connection-oriented leadership and how to create the future as means of future organizational development.

3. < The potential of reflection and dialogue > Changing society through reflection and dialogue

On the last day of the conference, participants will go beyond the business world to deepen their inquiry of the state of society. Professor Mintzberg stated that we must stop speaking of governments and companies in dualistic terms – what our society needs is a pluralistic sector comprised of NGOs, social movements, and social projects.

On the first day of the conference, people from diverse sectors will be asked to present challenges. Participants from differing positions and standings will then discuss these themes together as one. The goal is to acquire new insights on social problems, engage in mutual exchange, and learn from each other through reflection and dialogue.

**Host:** J.Feel Inc.

**Co-host:** CoachingOurselves International Inc.



**Collaborators (alphabetical order):** Arrow Arrow; Fujitsu Marketing Limited; Fujitsu Social Science Laboratory Limited; Japan Tobacco Inc.; JTB System Solution, Inc.; Tachikawa City; Toyota Finance Corporation

\*Current as of April 1, 2016