EXERCISE 1.1

Enacting the action research cycles (from Figure 1.2)

1. Select an issue or problem that you have worked on in your team (or are working on).
2. What is the *context* of this issue? Why is it important? What are the stakes involved?
3. Describe how the issue was *constructed*. How did you decide that an intervention was needed or wanted, what was wrong, what the causes were? How did you deal with different meanings or constructions in the team?

4. What action was *planned*?
5. What happened when the action was *implemented*? What were the outcomes, both intended and unintended?
6. How did the team *review* the outcomes?
7. What was *then* constructed, planned, implemented, etc.?
8. What is the *meta-learning* from this exercise?

   (a) As you look back on this, what insights do you have about the *content* of the issue? Did the initial constructing fit? Had you named the right issue? What have you learned about this issue in your business or organization?

   (b) What insights do you have about process? How did the team work on the issue? What have you learned about how to plan, take action and evaluate?

   (c) Was there any challenge to existing premises of how you thought about things, anything in the event that challenged the team to ask different questions, see the issue in terms of a different category of issue or problem, and so on?