

Contents

<i>About the Author</i>	ix
<i>Preface</i>	x
<i>Acknowledgements</i>	xv
<i>Online Resources</i>	xvi

PART I FOUNDATIONS **1**

1	Introducing Action Research	3
	Inquiring in your own organization	3
	A brief introduction to action research	5
	Three audiences, voices or practices	7
	The action research cycles	8
	Quality and rigour in action research	15
	Ethics	16
	Conclusions	17
	Recommended reading	17
	Exercise 1.1 Enacting the action research cycles	18
2	Researching Your Own Organization	19
	The focus of the researcher and the system	20
	Action research at home	26
	Conclusions	27
	Recommended reading	28
	Exercise 2.1 Assessing your research focus	28
3	Knowing-in-Action	29
	Inquiring in the present tense	29
	The structure of human knowing	30
	Valuing, deciding and taking action	35
	A general empirical method	36

Authenticity	37
Action science and collaborative developmental action inquiry as first-person practice	39
Developing first-person skills through journaling	43
Second-person skills	44
Conclusions	47
Recommended reading	48
Exercise 3.1 First-person knowing-in-action	49
Exercise 3.2 Keeping a journal	50
Exercise 3.3 Developing inquiry skills	51
4 Understanding Action Research	53
Action research as practical knowing	54
The foundations of action research	58
The philosophies of action research	60
Interiority	61
Modalities of action research	64
Conclusions	72
Recommended reading	72
Exercise 4.1 Finding your philosophical roots	73
Exercise 4.2 Selecting a modality	73
PART II ISSUES AND CHALLENGES IN RESEARCHING YOUR OWN ORGANIZATION	75
5 Preunderstanding, Role Duality and Access	77
Preunderstanding	77
Role duality: Organizational and researcher roles	81
Access	86
Conclusions	88
Recommended reading	88
Exercise 5.1 Assessing your preunderstanding: the learning window	89
Exercise 5.2 Assessing your group's preunderstanding: the learning window	89
6 Managing Ethics and Organizational Politics	91
Ethics	92
Politics	97
Integrating roles, politics and ethics	104
Conclusions	104
Recommended reading	105

Exercise 6.1 Assessing ethical challenges	105
Exercise 6.2 Assessing political issues	106
Exercise 6.3 Force field analysis	107
PART III IMPLEMENTATION	109
7 Constructing and Selecting Your Insider Action Research Project	111
Constructing your action research project	111
Selecting your research project	116
Writing an insider action research proposal	117
Developing the action research	119
Conclusions	120
Recommended reading	120
Exercise 7.1 Questions for constructing and selecting	120
Exercise 7.2 Writing a thesis proposal	121
8 Designing and Implementing Your Action Research Project	123
Structuring and directing	124
Designing and implementing change	124
The process of planned change	126
Planned change through action research	129
Learning mechanisms	132
Data generation as intervention	134
The role of technology	137
How do you know when to stop?	137
A note of caution	138
Conclusions	139
Recommended reading	140
Exercise 8.1 The process of implementation	140
Exercise 8.2 Reflection for praxis	141
9 Using Frameworks to Study Organizations in Action	143
Organizational assessment	144
Systems thinking and practice	145
Systems thinking and action research	146
Change and learning	147
Conclusions	150
Recommended reading	151
Exercise 9.1 Understanding your organization	151
Exercise 9.2 Using systems thinking	152

10	Interlevel Dynamics in Insider Action Research	153
	Levels of analysis in action research	153
	Interlevel dynamics	158
	Interlevel dynamics of change	159
	Interlevel dynamics of strategy	161
	Conclusions	163
	Recommended reading	165
	Exercise 10.1 Applying interlevel dynamics	165
	Exercise 10.2 Interlevel change issues	166
11	Writing Up Your Insider Action Research Work	167
	An action research thesis	167
	Constructing and writing your thesis	169
	Dissemination	177
	Publishing	177
	Conclusions	178
	Recommended reading	179
12	In Conclusion	181
	<i>Glossary</i>	189
	<i>References</i>	195
	<i>Author Index</i>	213
	<i>Subject Index</i>	217