



Making the case for action learning as an effective framework for strategy making.

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Abstract (extract)

Action learning encourages individual reflection, insightful questioning and assumption breaking that results in changes in behaviour. This learning process provides the potential to explore and solve complex organizational problems. The question of how to develop a future business strategy is such a problem.

This presentation outlines the case for action learning to be more prominent in strategic management literature, and particularly the Learning School. It will also argue that using an action learning framework can effectively contribute to the development of business strategy, particularly for those operating in competitive environments that are complex and unpredictable. In this type of environment, organisations strategic offerings are often seen as a process of trial and error, and where strategy makers have little or no time reflect on the relative success of failure of their strategies, the strategy making process, and about the environment in which they are competing. Action learning is advocated as a suitable framework to encapsulate these experiences, promote a reflection and provide a platform for the development of effective strategy making.