

Creating Conditions for Learning from Action Research

I believe that the ultimate goal of action research is to allow people to find their Voice as mentioned in (Covey 2004)/ Dharma mentioned in (Chopra 1998). It means finding one's place in the Universe. Most of us go through life without asking and exploring this question. For technical-minded people Action research becomes Total Quality Management (TQM) in organisations.

(Dr Ram Punia)

- Secret of successful leadership is in matching people with tasks and contexts as an ongoing learning process. I believe this is the primary role of HRD people. Most organisations do not or cannot do it well.
- In most advanced organisations leadership is responsible for recognising, generating interesting learning opportunities through teamwork for the good of humanity as a whole. It happens only when leaders in organisations become professional educators engaged in personal learning and helping their people to learn from what they do. At present there is dearth of such leaders. Action research produces such leaders.
- My experience has shown that in action research researchers tend to assume personal responsibility for improvement in human affairs with passion for learning and solving problems. Such people are rarely taught. They become that way with their own efforts. In the past they have received little recognition and support in organisations. Excellent leaders actively find and support such people and use them as role models for others.
- In action research is based on mutual trust, openness, and collaboration amongst people aspiring to improve their character (Covey 1992). They use advocacy and inquiry skills. Such values are not always present in organisations. Thus action research becomes a cultural change.
- Action research inculcates sensitivity towards individual and social needs and how these might be met. In other words it raises awareness of 'what is happening' and 'what should be happening' and creation of creative strategies to close the gap between the two as an ongoing process.
- To create learning experiences leaders start in small and carefully selected projects as learning experiences for personal and team benefits.
- Implementation demands carefully designed structures matching people, tasks and contexts with ongoing leadership and outside support. It is essential to keep stakeholders involved and informed during work in progress.
- How top management uses the outcome is a creative process. One of the uses of action research is to produce personal practical knowledge for accountability to stakeholders, for the general good of the organisation and humanity at large. Sharing one's knowledge with others is a pious act. In Bhagavad Gita, a famous spiritual book, Lord Krishna Says that this is the

highest form of service we can do for others and God, even higher than providing financial aid.

Books to Read

1. Senge P M (1990), **The Fifth Discipline**: The art and practice of learning organisations, London: Random House.
 2. Covey, SR (1992), **The Seven Habits of Highly Effective People**, London: Simon & Schuster.
 3. Covey S R (2004), **The 8th Habit: from Effectiveness to Greatness**, London: Simon & Schuster.
- Chopra D (1996), **Seven Spiritual Laws of Success**, London. New York: Bentam Press.

Paper to Read

1. Punia R S (1997), **Trainers Certificate at IVTB**, A Case Record.
2. Punia RS (1992) **Development of School-based curriculum development at FIT**, A Case Record.

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