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Challenges and Opportunities of using Action Research to Develop a Strategic Redundancy Implementation Model

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Abstract

This case study discusses the development of a strategic redundancy implementation model over a 5-year longitudinal study within a private sector, automation engineering organization. Action research was used to drive continuous improvement through four iterations of developing a strategic redundancy implementation model. Each model was designed in accordance with the action research cycle of first identifying the problem, followed by understanding the theories and concepts that underpin the problem, succeeded by the collection of data through multiple methods as part of a qualitative study. Through this process, knowledge construction was created through critical reflection and learning undertaken by the action researcher. This case study will address the practical challenges and opportunities associated with conducting action research within an organizational setting. How and when researchers should consider using action research as a research methodology is discussed, aligned to a real-life scenario where dynamic change was essential for organizational survival. The key elements of action research, including the role of the researcher, key skills required, and the theoretical underpinning of action research are discussed.



Learning Outcomes

By the end of this case study, readers should be able to:

- Apply action research methodology in the development of a framework or model
- Describe the benefits of using action research within an organizational setting
- Evaluate the importance of the role of action research in driving continuous improvement through a solution focussed orientation
- Explain the challenges of using action research methodology
- Critique the key skills required for an action researcher and identify how they can individually meet these requirements

Project Overview and Context

Data were collected within an automation engineering organization in the UK which was part of a global con-

glomerate. For ease of reference, I will refer to the organization as Building Design and Automation (BDA), a pseudonym. BDA's portfolio was focused on delivering the automation of safe, energy-efficient, and environmentally friendly systems for buildings and infrastructure. The company's portfolio included the supply of services for fire safety, security, building automation, heating, ventilation, and air conditioning.

[Schoenberg et al. \(2013\)](#) argued that the economic crises that began in 2008 impacted numerous companies that faced tough trading circumstances, posing a direct threat to their survival in some cases. The financial crash of 2008 subsequently impacted BDA during the period 2009–2012, which led to the exploration of a business turnaround and recovery strategies. The UK market in 2012 reflected high levels of unemployment and low investment. Subsequently, the lack of investment in the development of new property across the UK and Ireland meant a decline in business opportunities for new projects for BDA. The construction market's key indicators suggested a forty percent reduction in private commercial sectors and a sixty percent reduction in the public non-housing market such as local authorities, police forces, and the government were driven by austerity measures. For BDA, market opportunities decreased, and the competitor market became far more aggressive in pricing. In addition, BDA's product portfolio was limited and not providing the necessary competitive edge to retain customers' interest. The result was a low-order income for larger projects. BDA was a principal supplier to government contracts and when austerity in 2008 impacted the budgets of the government, this led to the government seeking more cost-effective alternatives and better negotiation in procurement. Corporate structure, the crash in the market, and the competitive advantage of cheaper pricing solutions all lead to an overall decline in business performance for BDA. BDA's financial performance in UK and Ireland was on the decline with a reduction in orders, profit, and cash. Due to the financial crash and associated lack of orders, BDA's backlog was being depleted with a reduction from £13.5 million over twelve months to £5.2 million. An accumulation of all of the above factors led to a loss in profit of £8 million. BDA had attempted to rectify the loss-making situation by implementing various cost-saving strategies. Some of these strategies included pay freezes, recruitment freezes, and change of suppliers for lower-priced goods. Other initiatives to change the financial position included, changing the terms of payment to a more favorable position for BDA, implementing the recycling of goods to generate income, increasing productivity to reduce traveling and associated costs such as fuel consumption. All these initiatives helped to build a strong team with a common goal of survival, however, the cost savings and cost cuttings did not keep up with the decline in the market and increased competitiveness. Once the various initiatives were exhausted work continued to decline and the loss in revenue continued, therefore a more serious decision was taken as the only option and last resort to implement a redundancy programme. Subsequently, three more redundancy programmes followed in short

succession as outlined in this timeline with each red arrow indicating an iteration of the strategic redundancy implementation model and the rationale for the redundancy programmes as per [Figure 1](#).

Figure 1. Overview of redundancy programme timeline.



The need to ensure organizational survival through these tumultuous times of four redundancy programmes was thus pivotal. At the time of the redundancy programmes, I had a dual role as an embedded, insider researcher whilst having responsibility as the Head of HR.

The research problem thus presented itself through the immediate business challenge of organizational survival with the requirement for the effective implementation of the redundancy programmes.



Section Summary

- A clear overview of the organizational setting is provided which informs how the research problem was identified.
- This section provides a summary of the economic challenges that the organization faced which led to the decision to implement redundancy programmes.
- An overview is provided of alternative measures adopted by BDA in an attempt to limit redundancies.
- The timeline and rationale of the four redundancy programmes are explained.

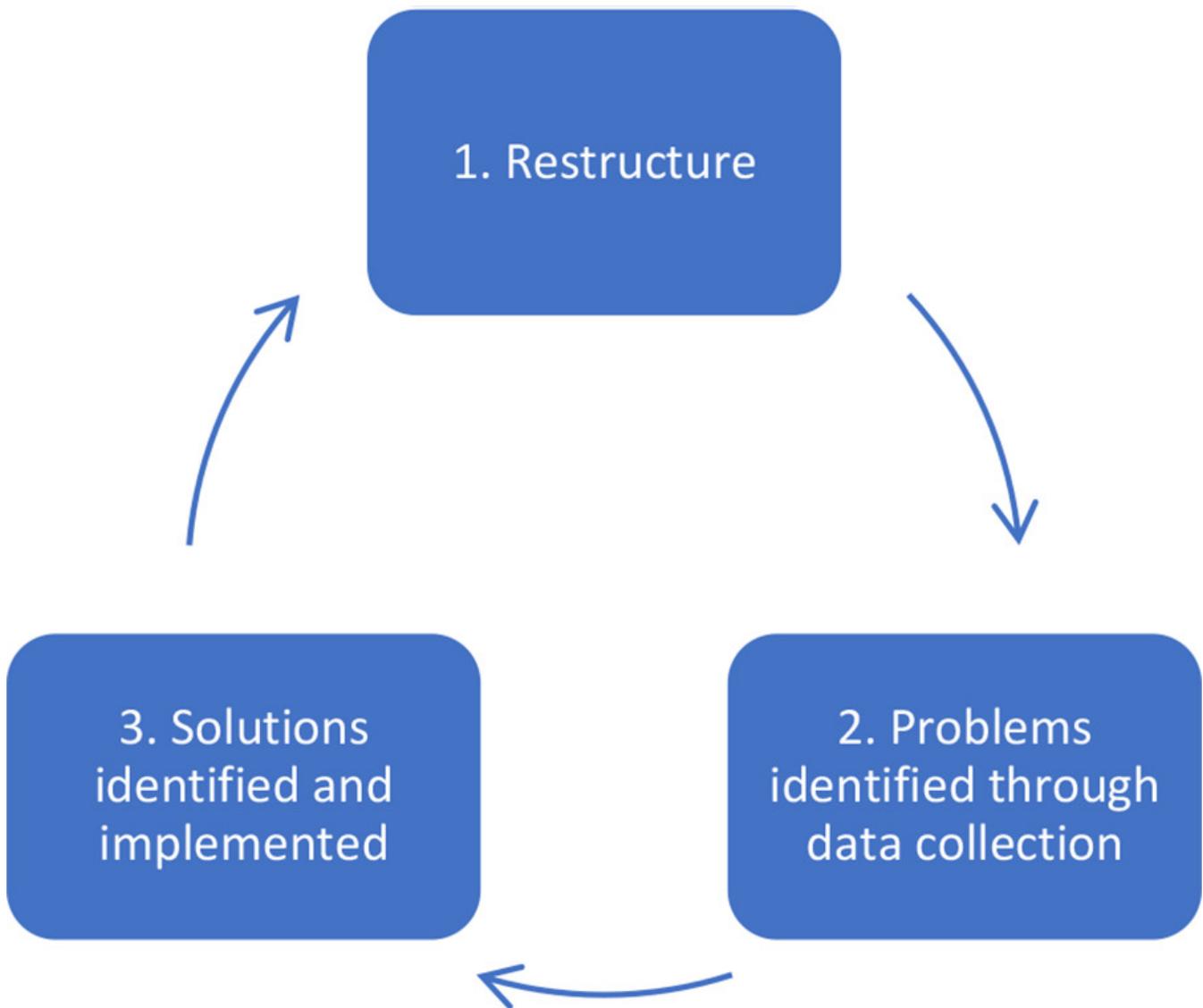
Research Design

My ontological assumption adopts the phenomenological paradigm of a qualitative approach ([Bell et al. \(2022\)](#)). Redundancies in the workplace are not only complex but are unique. To address the research problem, there was a necessity to discover “the details of the situation to understand the reality or perhaps a reality working behind them ([Swartz et al., 1998:35](#)).” My research commenced with the first iteration in 2011 and 2012 where I initially explored primary data from a range of different industries and companies. As an action researcher ([Brydon-Miller et al., 2003](#)) this was the start of my journey to drive continuous improvement ([Reason & Bradbury, 2001](#)). The redundancy implementation model went through four iterations:

First Iteration

During this iteration, I explored what interventions are most effective for a successful redundancy implementation. The majority of the data collected for the first iteration consisted of semi-structured interviews and lessons learned exercises conducted as focus groups with the aim to identify the key issues to be addressed, what solutions were identified, and to implement the recommendations proactively. The output of the action research resulted in the first iteration as per [Figure 2](#).

Figure 2. First iteration process flow.

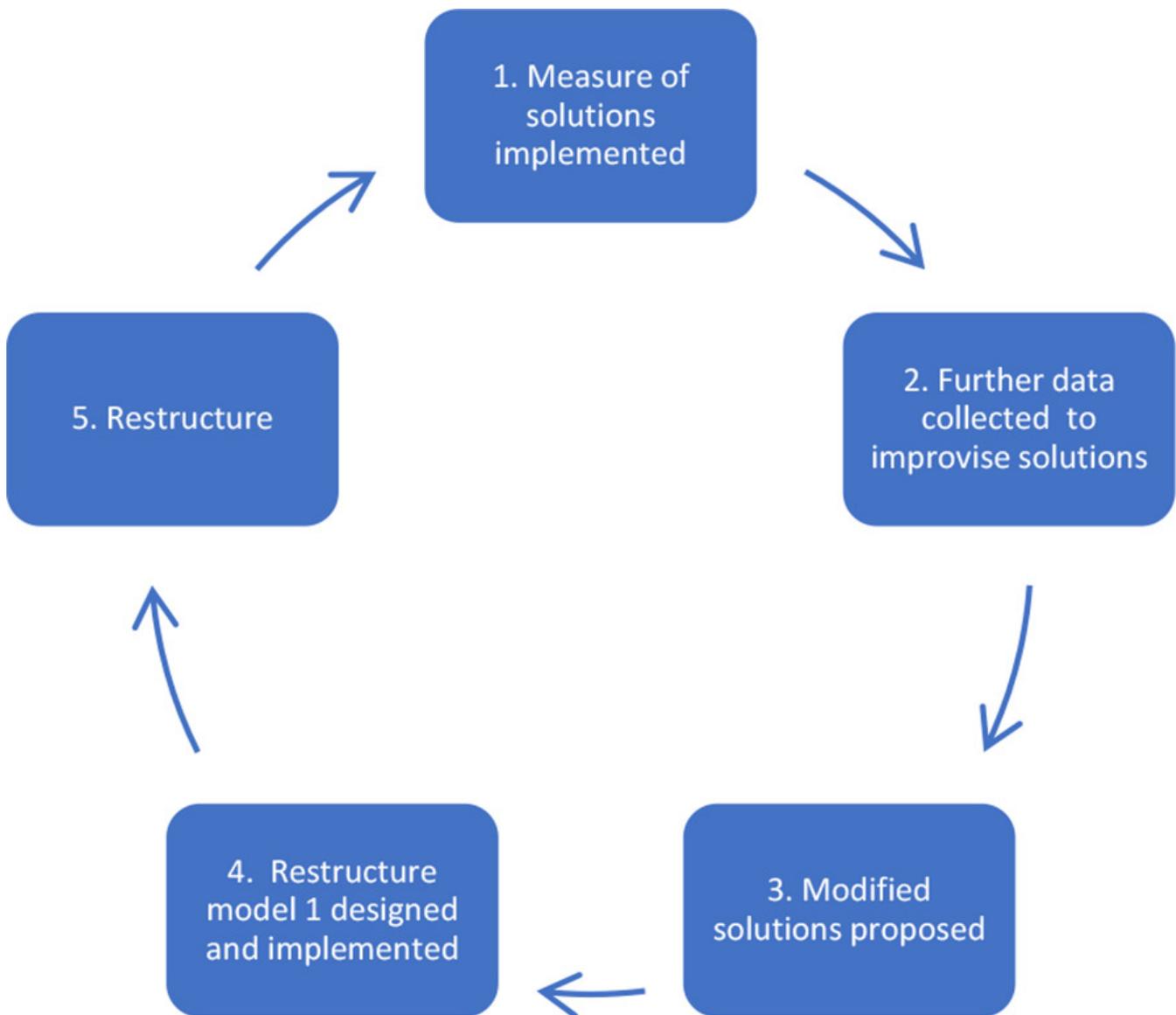


Second Iteration

During this stage, the solutions that were implemented in the first iteration were measured by gathering further data to measure the level of success of the previously implemented solutions. The data collection process

gathered more meaning as application and impact were more visible once data was being analyzed which lead to the design of the first restructure model which was implemented. The process flow aligned itself to a natural action research cycle as can be seen in [Figure 3](#).

Figure 3. Second iteration process flow.



The first model had five key components as demonstrated in [Figure 4](#).

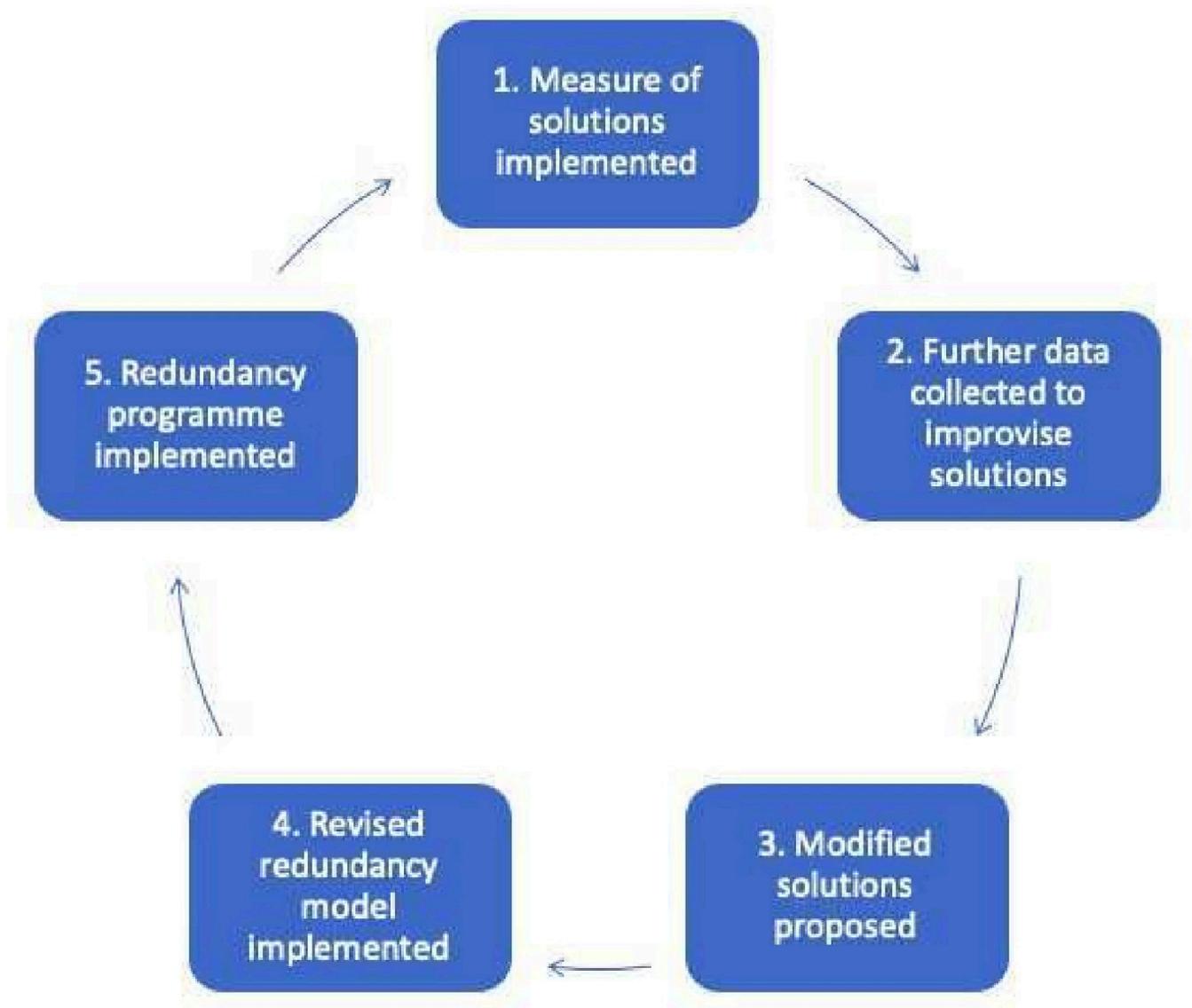
Figure 4. First strategic redundancy implementation model.



Third Iteration

The third iteration took place between the third and fourth restructures and followed the same process flow, driving continuous improvement as per [Figure 5](#) below.

Figure 5. Iteration three process flow.



The solutions that were implemented in the previous iteration, were measured against the new data collected. The data collection techniques in the third iteration included some additional forms of data collection, such as minutes of meetings and observations from the management workshops, the restructure workshops, and change management training sessions.

New data collected were introduced into the penultimate model which resulted in a nine pillared redundancy

stakeholder model with a value model attached, however, this model was visually complex and impractical, which required further enhancements which will be discussed in subsequent sections, [Table 1](#).

Table 1. : Second strategic redundancy implementation model.

Description of model stages

A Pre-redundancy implementation

Implementation strategy

- 1.1 Robust business rationale
- 1.2 Exploring all other options of cost reductions
- 1.3 Decision making and time scales
- 1.4 Use of redundancy veterans
- 1.5 The use of voluntary redundancies
- 1.6 Financial package strategy for redundancy costs
- 1.7 Limiting proximity of redundancy envoys to the victims

Planning and analysis

- 2.1 Planning workshop – agreeing the redundancy pools, selection criteria, time scales, number of redundancies.
- 2.2 Preparation – cost calculations, room bookings, letters.
- 2.3 Skills analysis – which skills are critical for the future.
- 2.4 Risk mitigation – where are the single point of failures in the business.

3. **Producing a robust project plan** as outlined in the first module.

Training and education

4. 1.1 Restructure workshop as outlined in the first module
- 1.2 Change management workshop as outlined in the first module

B Delivery and implementation**Involvement and engagement through effective communication**

- 5.1 Communicate through various media, including face to face, emails, live-meetings, conference calls, website, text messaging, videos, recordings and printed material
- 5.2 Face to face communication as the preferred method
- 5.3 Continuous updates on progress
- 5.4 Tailor communication to the specific audiences
- 5.5 Two way – demonstrate willingness to listen and provide answers, follow up if unknown
- 5.6 Open forum focus groups – a platform where various employees can raise ideas and concerns

Leadership

- 6.1 Ownership of the issues and the situation
- 6.2 Creating a clear and positive vision for the future
- 6.3 Visibility and open-door policy
- 6.4 Prioritising and setting goals for the immediate future
- 6.5 Delivering the programme with authenticity and transparency
- 6.6 Swift and committed decision making to minimize the period of unsettledness

Support structure for victims as per appendix A

- 6.1 Education, skills and training
- 6.2 Advice and counselling
- 6.3 Support in finding new roles
- 6.4 Financial support
- 6.5 Moral support
- 6.6 Support networks
- 6.7 Professional support
- 6.8 Outplacement support

Support structure for survivors as per appendix A

- 8.1 Providing new skills and cross training
- 8.2 Advice and counselling
- 8. 8.3 Support in prioritizing responsibilities
- 8.4 Moral support
- 8.5 Support networks
- 8.6 Professional support

Support structure for redundancy envoys as per appendix A

- 9.1 Education, skills and training
- 9.2 Advice and counselling
- 9.3 Support in prioritizing responsibilities
- 9. 9.4 Moral support
- 9.5 Support networks
- 9.6 Professional support
- 9.7 Strong relationships between HR and management
- 9.8 Promoting positive implications, such as new skills and career development

Value model

Values of operation Respect Empathy Trust Transparency Fairness

**Section Summary**

- A clear overview of the research design is presented.
- This section provides a narrative of how the redundancy model developed through various iterations.
- A summary of how data were collected during the process of action research is provided.

Research Practicalities

When this study commenced, it was not predicted or anticipated that the organization would go through multiple, consecutive redundancy programmes, and thus the aim of the initial design was to collect qualitative data to understand the impact of implementing redundancies on individuals and how to implement redundancies effectively. Initial data collection consisted of 17 semi-structured interviews with managers, HR professionals, and employee representatives who had responsibility for activities associated with redundancy implementation, called redundancy envoys. The participants came from a range of industries, including aviation, transportation, manufacturing, cosmetics, education, logistics, and technology. The participants were selected through criterion sampling ([Patton, 2002](#)) as they all had to have had the experience of active redundancy implementation.

After the implementation of the first and second redundancy programmes, the research design was developed to also include data collection through focus groups where lessons learned were discussed. The focus groups comprised managers, HR professionals, and employee representatives that were actively involved during the previous two redundancy programmes specific to the BDA organization and thus had first-hand experience of what worked well and what areas needed further improvement.

By the time of the third iteration of the redundancy implementation model, it became evident that in fact, the research journey had developed into adopting action research methodology. Without the various iterations that presented themselves through the four redundancy programmes, the opportunity for action research would have been significantly hindered.

It is important to realize that when conducting action research where concepts, models, or frameworks are implemented, sufficient time is allowed to fully investigate the issue without time constraints and pressures to find rapid solutions. [Bradbury-Huang \(2010\)](#) describes action research as the creation of knowledge that arises in a context of practice that requires researchers to work with practitioners with the desire to change a path in generating knowledge and empowering stakeholders. As a practitioner and embedded researcher, I had the benefit to drive the journey of desired change by generating knowledge and empowering stakeholders by implementing and measuring the success of progressive redundancy models. The process of four iterations allowed for critical reflection which provided the platform to probe and examine the views of redundancy envoys further and continued to deliver improved and desired changes to knowledge. [Tindall \(1994\)](#) states that reflexivity is arguably one of the most distinctive features of qualitative research and an essential process of

action research ([Lycett, 2003](#)).

Concerns with regard to ethical issues in ethnographic action research are prevalent where obtaining consent from participants could be problematic during a process of change. The view is that change in itself is fundamentally risky, which could increase the risk of harm to participants. I believe that in my research project, the aim was mutually understood; to support all employees, managers, and HR professionals by mitigating the negative psychological impact of redundancies. On this basis, employee participation was mostly voluntary due to a mutual desire to change the process for the better and improve the organizational support for all impacted individuals.

Action research involves complex social activity systems, such as the deployment of tools and instruments, understanding the organization's culture, the research community, and the organizational hierarchy and power dynamics which are all crucial to drive intentional change. This is all part of a social system driven by actions, goals, and assumptions to produce outcomes that drive improvement and change, as embedded in [Engeström's \(2004\)](#) activity theory model. The success of this study lay in the ability to be an insider in the organization which allowed me as the researcher to get close to the organization. Complex processes of action research such as skill interpretation and analysis were thus easier to comprehend and undertake due to the deeper understanding of change within the social context.

My approach as an embedded and action researcher was essential to drive continuous improvement to the success of the organization. [Adelman \(1993, p. 7\)](#) defines action research as "the means of systematic enquiry for all participants in the quest for greater effectiveness through democratic participation." As an embedded researcher, it gave me the advantage of truly experiencing and understanding the culture of the organization. As [Coghlan \(2016, p. 11\)](#) explains, "culture is much deeper than open doors, plants and bright colors and mission statements and strategic plans." Being inside the organization gave me the opportunity to decipher the meaning of behaviors and ask questions about the behavior ([Coghlan, 2016](#)), which I believe gave me better insight and the opportunity to uncover the truth. The implementation of redundancy programmes in the workplace is not only complex, but they are also unique. For this research project, there was a necessity to discover the details of the situation to fully understand the reality, or potentially even the reality working behind the front ([Swartz et al., 1998](#)). It was important to me to gain depth and detail about why individuals behave the way they do. My beliefs reflect the idea that behind every action, there is either conscious or unconscious motivation and my particular interest lay in what the motivation was that drives the behavior. To operate as an effective action researcher, the following skills are imperative:

- Excellence in asking probing questions
- To have the ability to interpret the answers
- To be an effective listener
- To be a critical reflector
- To be adaptive to changing environments
- To have the ability to draw justifiable conclusions
- To be an excellent collaborator and facilitator
- To have the ability to influence and lead change



Section Summary

- Ethical considerations for conducting action research.
- Recognizing the importance of reflection within a complex activity system.
- Understanding the key skills required to be an action researcher.

Method in Action

This research project adopted a philosophy that is consistent with my ontological and epistemological position and I adopted the approach taken by an interpretivist. My approach was dominated by a non-positive application ([Ashworth, 1997](#)), recognizing that the debate between the positivist and non-positivist approaches to research on human social matters is very controversial. My approach as an embedded and action researcher was essential to drive continuous improvement to the success of the organization. The implementation of the various iterations of my strategic redundancy implementation model had proven to be successful and did drive continuous improvement. Within BDA the intention of the four phases of restructuring was to save costs and increase business performance. The indisputable result was that the business transformed from loss-making to profit-making with a difference of 21.7% return on sales. Results from the engagement surveys which were initiated before, amidst, and after the redundancy programmes, indicated the highest employee satisfaction scores than ever before in the organization. Contrary to [Gandolfi's \(2008\)](#) view that most firms adopting down-sizing strategies do not reap economic and organizational benefits, BDA succeeded in achieving economic and organizational benefits.

[Adelman \(1993, p. 7\)](#) defines action research as “the means of systematic enquiry for all participants in the quest for greater effectiveness through democratic participation.” As an embedded researcher, it gave me the advantage of truly experiencing and understanding the culture of the organization. My research methods involved a qualitative approach, with my primary form of data collection being semi-structured interviews. I complimented this data with feedback from restructuring workshops, focus groups, and director presentations as sources of rich data. Secondary data collection included feedback from the in-house engagement surveys. On reflection, I was in a very fortunate position to collect a wealth of data and I would recommend that to conduct action research, a researcher has a significant advantage by being an ‘insider’ within an organizational setting.

I am aware that I have biases and trust that my training in unconscious biases has helped to address any chances of contaminated data. An interesting reflection was the desire of my research participants to participate in this study. Initially, criterion sampling was used to recruit participants externally. During phase two, the research focussed on collecting the views and experiences of participants inside the organization. During this stage, an unexpected desire was expressed by various managers and employee representatives to share their experiences and views with me. Traditionally, instead of the researcher seeking to recruit participants, potential participants would in fact approach me to volunteer their interest to be involved in the study. This could potentially have an impact on the sample due to the participants knowing the researcher and may even be biased to satisfy the researcher’s aims.

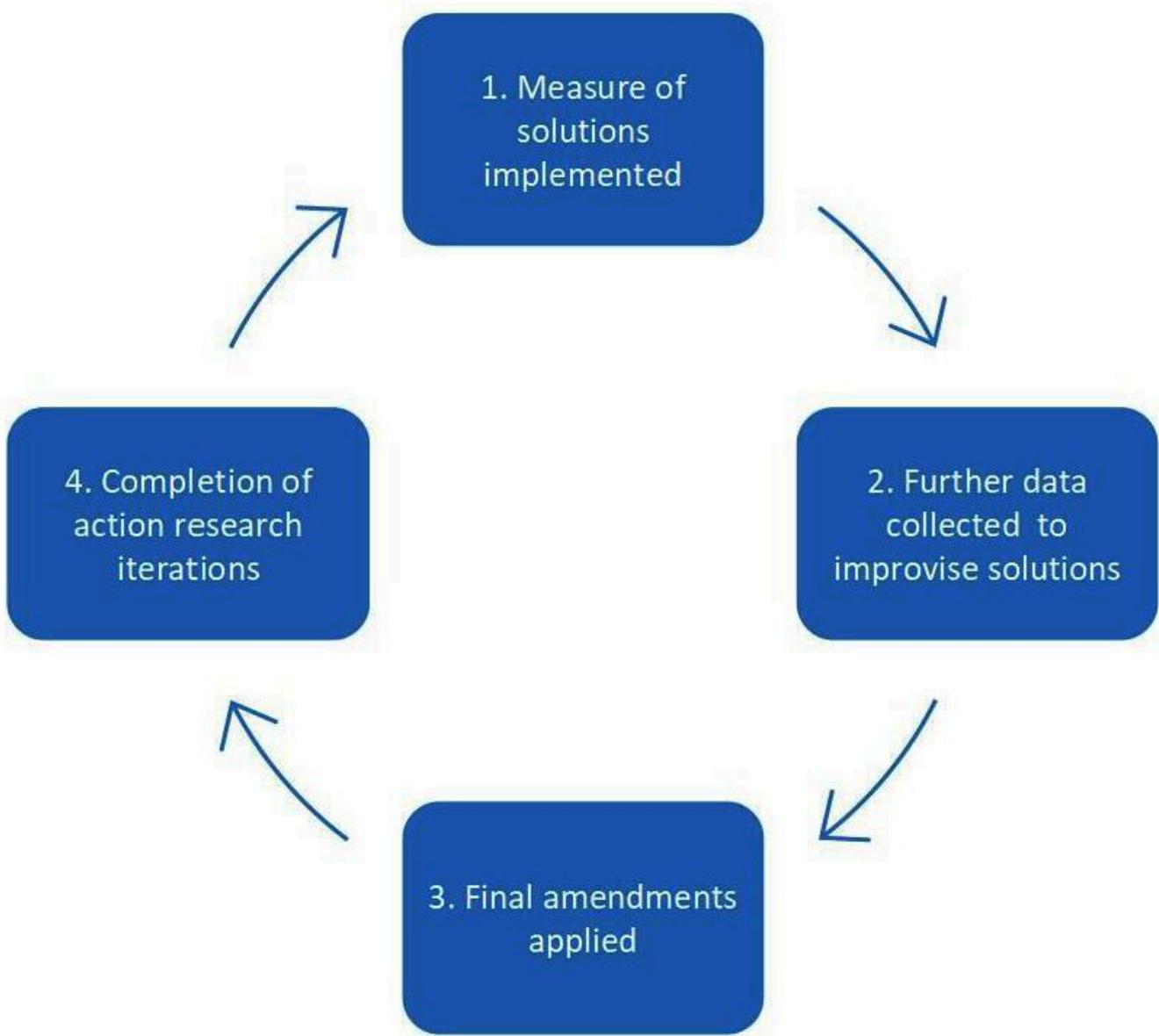
I believe that the rationale for the interest in participation was due to the visible process of action research, where participants actively felt involved and progress in the continuous development of the strategic redundancy model was transparent through each iteration. This allowed for organizational confidence to grow in the research project and hence more people wanted to contribute. Critical reflection on this situation reinforces the importance of clear and effective communication of the project aim and objectives throughout, sharing successes, failures, and updates. I also believe that a success factor was clearly demonstrating the contribution to knowledge that the study intended to deliver. Participants were reminded on several occasions of the shortage of literature on the topic of strategic redundancy implementation.

‘[Gandolfi \(2009\)](#) argues that further research is needed to understand the specific details of what training is needed for executioners [redundancy envoys] based on the range of emotions they experience during downsizing [redundancy programmes]. [Moran \(2000\)](#) argues that the managers doing the actual firing are an understudied population.’

The challenges of the case study represented themselves during the first stage of data collection where data was collected through semi-structured interviews. Unknown to me, potential research participants that I approached were served with redundancy notices during the same period and although they initially expressed an interest to participate in the study, their appetite soon changed from being willing to, being distracted with more important priorities which are completely understandable.

Challenges associated with designing a model/framework or diagram also had to be addressed. The fourth and final iteration of the action research followed the process of measuring data; collecting final data through post-redundancy interviews and applying minor amendments that resulted in the completion of the action research iterations as per [Figure 6](#) below.

Figure 6. :Iteration four process flow

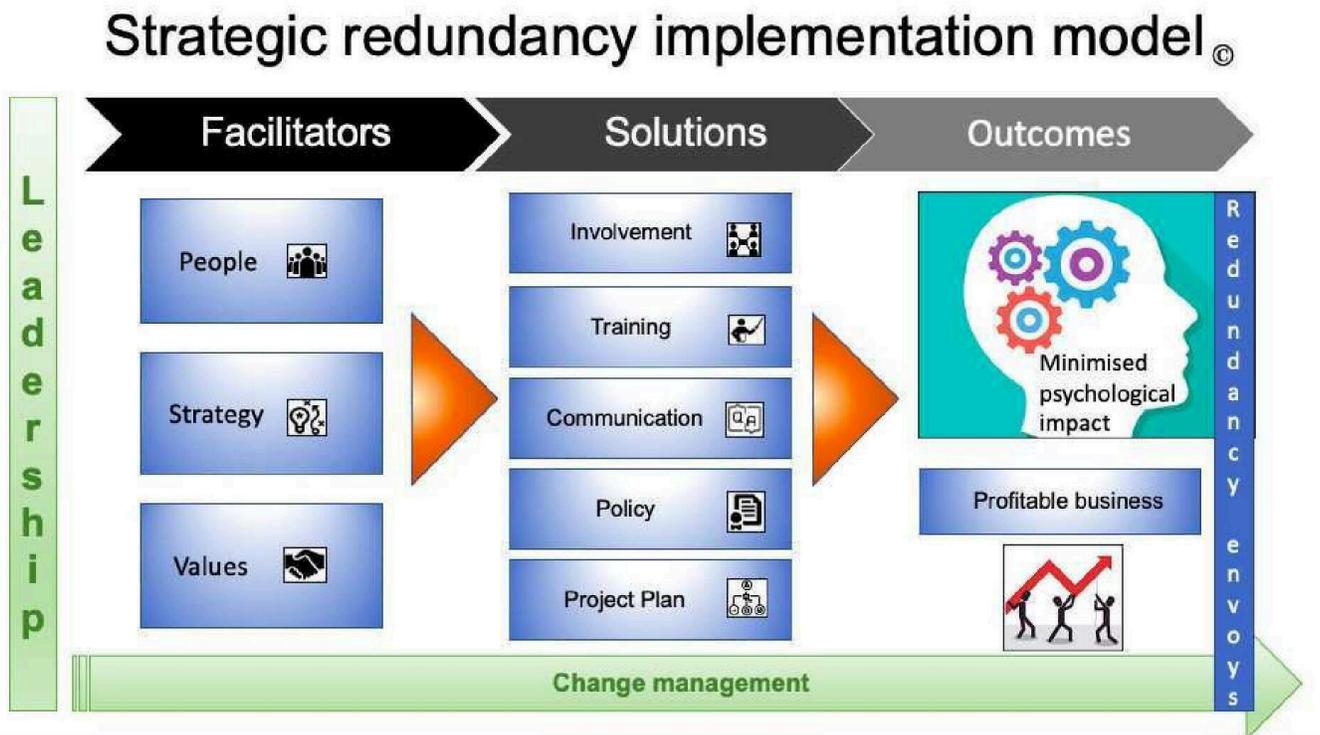


The data collected at this stage lead to further tweaks in the previous model, with regard to content and detail. The most significant changes were prioritizing the different activities and contributory elements of the model. The end result presented itself as a complex model with multiple layers, which was not visually practical or insightful.

The challenge was thus to convert the comprehensive findings into sophisticated, digestible content. These

changes were made following feedback from directors that the model presentation should be easier to comprehend and this resulted in the following output, as per [Figure 7](#) below.

Figure 7. : Final strategic redundancy implementation model



This research has led to a significantly wider impact. First, it was rolled out and communicated throughout the extended global organization which had just under 500,000 employees globally at the time. Knowledge sharing continued through presenting the findings at several conferences and ultimately leading to my book; Strategic Redundancy Implementation: Re-Focus, Re-Organize, and Re-Build ([Stevens, 2022](#)) where the action research journey continued through ongoing reflection and analysis.



Section Summary

- An overview is provided of the potential organizational benefits of undertaking action research.

- This section explores how to recruit research participants and highlight challenges with participant bias.
- This section provides an overview of potential challenges with the methodology.
- Awareness is raised for the researcher to anticipate unforeseen circumstances.

Practical Lessons Learned

The defining characteristic of action research is to drive change through improvement. Following on from earlier reflections, the time scales of utilizing an action research project should be carefully considered before committing to this methodology. Action research could be a lengthy project, depending on the scale of the iterations you wish to trial and implement. Although this project took five years to complete as part of a longitudinal study, shorter timeframes for action research are definitely achievable and very much depend on the unique circumstances of the change agenda. A major benefit of action research is that it can be deployed using qualitative, quantitative, or mixed methods data collection. Action research is based on the principle of improving practice, which could be beneficial for enhancing processes and/or products.

Before you consider action research, ask yourself some practical questions to determine the feasibility of the research project.

- What is the scale of the organizational change you wish to drive?
- How many interactions are required to achieve the anticipated change?
- How long will it take to complete each iteration?
- How long will it take to collect data, analyze the data, draw conclusions, make recommendations and implement the change?
- How realistic is it to obtain organizational consent?
- How realistic is it to obtain individual participant consent?
- What barriers do you anticipate during the project?
- Do you have access to an organizational setting where you can fully emerge into the organizational culture and gain full insight into the organizational processes and policies, whilst understanding the

background of the research project sufficiently?

- How achievable will it be to establish trust in the organization?

Based on undertaking this project, I would highly recommend action research as a methodology to drive organizational change processes that are continuous and dynamic.

As key elements of action research include observation, reflection, and knowledge construction which eventually will lead to new models, frameworks, or concepts it is best suited to conduct action research as an embedded researcher. To fully understand the scale of the issue being investigated within the organizational context, being embedded in the organization poses several advantages and challenges. According to [Riel and Lepori \(2011\)](#) action researchers adopt three roles:

Personal – The researcher is actively involved in the research and part of the cycle of change. Reflection takes place inwards on changes and skills, knowledge, and identity.

Organizational – The researcher facilitates the process to create change by understanding the factors and enablers of change within the organizational setting.

Academic – The researcher draws logical conclusions and generalize the findings of the research project, which is subsequently shared with the wider community.

Having role ambiguity is a real challenge to anticipate if you are an embedded researcher who also holds an operational role within the organization. To ensure this is managed, the researcher needs to set out clear boundaries for each role with the support of their line management and academic supervisor (if applicable).

Action research is solution focused, driven by collaborative reflection for the researcher combined with key stakeholders within the organization. It is not impossible to conduct effective action research as an outsider, as long as the researcher has the opportunity to fully engage with participants, gain access to data, and truly understand the organizational culture. A scenario where this may work effectively is for example if the researcher is an ex-employee.

Trust between the researcher and the participants is key in most qualitative studies. Applied to effective action research gaining trust through transparency, consent and inclusion are all key factors to ensure successful outcomes.



Section Summary

- This section explores how to align the considerations of a research project with the feasibility of an action research project.
- An overview of the advantages of undertaking action research to drive organizational change is discussed.
- A summary of the challenges an action researcher could encounter is provided.
- The outcome of this research project and the wider impact are explained.

Conclusion

Based on the success of this research project, where a loss-making organization, turned profit-making through strategic application and implementation of four consecutive redundancy programmes, I would highly recommend action research in any project to drive continuous improvement and / or organizational change. Personally, I feel that is being embedded in an organization is of great importance to fully understand context, culture, and history. Perhaps what is not acknowledged in this case study to date, is that the individual values, approach, and aptitude for success as a driver and facilitator of change should not be underestimated. Other characteristics such as resilience, persistence, influencing skills, and leadership are all pertinent to drive success through action research.

For me, as a researcher, I am a big believer in collaboration and if you are a collaborator who also poses the above-mentioned skills, following a journey of action research, could be immensely valuable for organizational change. As such I have continued the journey of action research as I see it as a value set within my makeup. I have thus expanded my repertoire of action research into participatory action research as well and intend to continue using this methodology to drive change.



Classroom Discussion Questions

1. What is the scale of the organizational change you wish to drive?
2. How many iterations do you anticipate in achieving the change and how have you cal-

- culated the timescales?
3. What barriers to obtaining research data do you anticipate and how will you overcome these?
 4. How will you ensure you have the trust of your research participants to ensure the best possible outcome for your research project?
 5. What is the maximum amount of time you can allow for the overall completion of this project and does this align with your own and the organization’s goals?



Multiple-Choice Quiz Questions

1. An ideal scenario for utilizing action research in organizations includes _____.

- a. an organization that is closing due to redundancy

Incorrect Answer

Feedback: This is not the correct answer. The correct answer is B.

- b. an organization that requires the investigation of a problem or issue where there is an opportunity to improve practice

Correct Answer**Feedback:** Well done, correct answer

- c. an organization that requires an instant solution before being sold

Incorrect Answer**Feedback:** This is not the correct answer. The correct answer is B.

2. Data collection through action research includes _____.

- a. qualitative methods

Incorrect Answer**Feedback:** This is not the correct answer. The correct answer

is C.

b. quantitative methods

Incorrect Answer

Feedback: This is not the correct answer. The correct answer is C.

c. both qualitative and/ or quantitative methods

Correct Answer

Feedback: Well done, correct answer

3. Which of the following qualities are important for action researchers? Choose the best option from the choices available.

a. resilience, reflector

Incorrect Answer

Feedback: This is not the correct answer. The correct answer is C.

b. resilience, reflector, collaborator

Incorrect Answer

Feedback: This is not the correct answer. The correct answer is C.

c. resilience, reflector, effective listener, collaborator, influencer

Correct Answer

Feedback: Well done, correct answer

4. Which elements best describe the social activity system of the action theory model?

a. action, outcomes, goals, and assumptions

Correct Answer

Feedback: Well done, correct answer

b. data collection, analysis, recommendations, and implementation

Incorrect Answer

Feedback: This is not the correct answer. The correct answer is A.

c. data collection, analysis, interpretation, and recommendations

Incorrect Answer

Feedback: This is not the correct answer. The correct answer is A.

5. What are the roles adopted by action researchers?

a. personal, professional, and academic

Incorrect Answer

Feedback: This is not the correct answer. The correct answer is C.

b. professional, organizational, and academic

Incorrect Answer

Feedback: This is not the correct answer. The correct answer is C.

c. personal, organizational, and academic

Correct Answer

Feedback: Well done, correct answer

Further Reading

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Web Resources

Action Research For Professional Development. www.jeanmcniff.com/ar-booklet.asp

Action Research Network of the Americas – ARNA. arnawebsite.org

Action Research SIG – AERA. sites.google.com/site/aeraarsig

Allan Feldman's Action Research Paper Portfolio. www-unix.oit.umass.edu/~afeldman/ActionResearchPapers/ARpapersindex.html

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