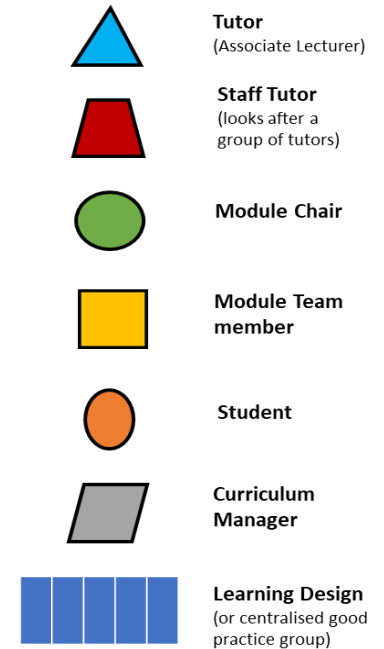
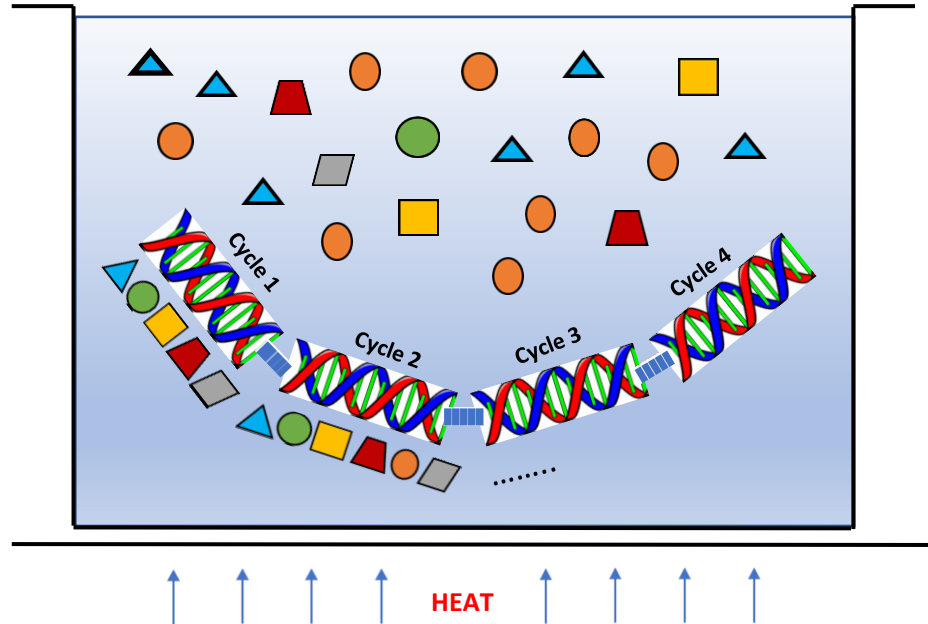


Chemistry beaker analogy – braiding of organisational learning mechanisms over time

Chemistry beaker analogy: synthesis of a learning network
problem-identification and problem-solving process

The heat energy under the beaker is provided by the problematic or *indeterminate* situation (Lorino, 2018), or 'felt need for change'. Participants can then 'bind' to a problem-solving process that is being gradually synthesised as the action research cycles unfold, to contribute towards achieving solutions or improvements.



problematic situation, or 'felt need for change'
(cannot be solved by prior experience or routine habits)

Integration of cognitive, structural and procedural OLMs enables synthesis of a problem-solving process and new solutions in an HE distance learning design and delivery context

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