Participatory Action Research and Co-Researchers: An Innovative Learning and Change Methodology for a Medium-Sized Manufacturing Organization

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Abstract: Despite the large number of studies on innovation (Scuilli, 1998; Tushman and Anderson, 1986; Tzokas et al., 1997), most innovation managers and academics view the innovation process as a simple sequence of developmental stages (idea, design, testing, implementation and diffusion). The consequences of this are that researchers and practitioners alike have jumped to prescriptive solutions, with little or no empirical evidence on how innovation processes develop over time, and the influences affecting success or failure. We suggest that valid principals concerning the management of the innovation process cannot emerge, until researchers describe empirically, how innovation processes develop over time. It should then be possible to develop and test process theories that accurately explain the observations and the conditions when they would apply.