

Reflective analysis

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The paper describes a method of computer assisted reflective learning capable of being used by managers. The method enables managers to explore the value of their past experience in relation to a particular problem context; to consider how their own experience relates to that of other managers; and finally to create design criteria for strategic options within a problem context capable of commanding a consensus between the managers. The paper concludes that the method represents a new departure in the use of computers for supporting strategic management.

Introduction

The methods described in this paper were developed within a project funded by the London Graduate School of Business Studies and the National Development Programme in Computer Assisted Learning: the Management Decision-making Project. The methods are an example of how software developed by that Project can be used. The software and its application are now supported by the Management Learning Project based at the London Business School and funded by the Manpower Services Commission. The aim of this paper is to describe how the author uses that software for supporting reflective learning, rather than to describe the characteristics of the software itself.

The Management Decision-making Project (Hooper, 1977; Fielden & Pearson, 1978) was set up to produce learning techniques capable of developing the intuitive, qualitative and judgmental aspects of decision-making. It was based on the assumption that there is something beyond rational, analytic and objective decision-making which the practising manager could recognise even if the academic could not. Loosely referred to as judgement, such processes become most apparent when non-routine decisions have to be made and the manager is involved in breaking new ground; or when the decisions to be made are themselves hard to define because of the ambiguous nature of the circumstances in which the need for a decision has arisen.

The hypothesis was that the rational analytic mode of decision-making could be explained wholly by reference to phenomena external to the decision-maker: as a mode of decision-making it was therefore wholly *object-referenced*. Judgement on the other hand involved the decision-maker in reference to the quality of his own past experience: it used knowledge that was *subject-referenced* (Boxer, 1978). Subject-referenced knowledge was therefore vitally different from object-referenced knowledge because its expression had to be subject centred, and it had to be observed relative to the subject's point of view. This paper describes a method of enabling managers to explore their subject-referenced knowledge in relation to a particular problem context. Boxer (1980) describes the theoretical basis underlying the design of this method.

The assumptions underlying the use of the method described in this paper are firstly that a group of managers using it will be faced with a problem which exists

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