

Development in a dynamic environment

The most recent round of mikes bikes has admittedly been very disheartening. Although our performance was pretty average the previous week, I never imagined the outcome which we saw yesterday. It seems when we think we've finally grasped the understanding of each area in Mikes Bikes, there is something new which we never considered. One frustrating issue is whether we follow the lead of our competitors and continue to have a high amount of bike styles or specialise in one area and try to dominate. To be honest, it seems we performed better early on when we didn't have very much to understand.

In regards to the readings, Davies And Eastery-Smith (1984) discuss the importance of learning and development which is more likely to occur in environments which are more turbulent and unreliable unlike a company which has monopolised. Organisations in unreliable environments are regularly forced to learn from their mistakes by developing their skills and applying their new found knowledge to hopefully improve their overall performance. The extent of change influences the amount of development needed. For example, Fonterra's performance in New Zealand at present may not require much development from their managers, however their performance internationally is less of a monopoly and requires learning and development.

Reflecting back on our previous rounds, I can definitely see we've developed in our designated areas individually and also as group. Although I don't have a concrete solution for our dilemma, the week's readings at least provide a positive spin on our situation. My action to our problem is to look at it as a chance to further develop myself and at least learn. Keeping things in perspective, the course itself puts great emphasis on learning instead of winning which is what I have always intended to do from the beginning.

References

Davies, J., & Easterby-Smith, M. (1984). Learning and developing from managerial work experiences. *Journal of Management Studies*, 21(2), 169--182. doi:10.1111/j.1467-6486.1984.tb00230.x