

**PRESS RELEASE 11****Transforming organisations into Learning Workplaces starts from their people  
being positive to this Transformation: *the role of Employers***

To transform any organisation into a Learning Workplace, it is important to start with a positive attitude towards the “Learning Workplace” concept. What is an organisation after all? A group of people acting **together** in pursuit of **common** goals and objectives. Therefore, cultivating a positive attitude towards the “Learning Workplace” concept among all people in an organisation is key to success. This article explains how the [LEARN project](#) partners approached employers and management-level staff to engage them in the process of transforming their organisations into Learning Workplaces, as well as to spread the word about the benefits of such a working environment.

First, a number of focus group meetings were held in each of the LEARN partner countries (i.e. Austria, Cyprus, France, Greece, and Spain). There, employers and managers were introduced to the concept of Learning Workplaces and its benefits. Participants shared their experiences and opinions about challenges and opportunities of this concept in their organisations and working environments.

Based on the findings of these focus group meetings, a training programme was designed, targeting employers and managers, in particular for establishing and promoting the “Learning Workplace” concept. Using a blended learning method, both face-to-face and online training workshops were held in the 5 LEARN partner countries. 125 employers/managers attended the trainings in total, all with the common aim of developing a positive attitude towards the transformation of their organisations into Learning Workplaces.

The LEARN training curriculum includes the aim and a short description of the workshop, its learning outcomes and topics, as well as the training method and a detailed list of the training techniques to be used. As far as the training content is concerned, it was developed respecting the multicultural character of the partnership, guaranteeing a successful international and intercultural approach. Furthermore, the ten Building Blocks of Adult Learning in the Workplace, as defined by the European Commission, were taken into account.

The main goal of the workshop was to highlight the benefits of the learning-in-the-workplace approach for employers, employees, and the society:

*Benefits for employees - increased wages and promotions according to their learning level, improved wellbeing, and more engagement in the community.*

*Benefits for employers - motivated workforce, increased productivity, and higher innovation performance.*

*Benefits for the society - increased social integration and participation level of both employees and employers, and higher level of cohesion in the community.*

The workshops were held either online or face-to-face, depending on the Covid-19 pandemic situation in each partner country. During seven hours full of interaction, the participants learned how to transform an organisation into a Learning Workplace, elaborated on the benefits of a Learning Workplace, and discussed about possible challenges employers/managers may face in the transformation process and how to overcome them.

To be able to measure the success of the workshops, a test to measure the sensitisation and the attitude change of the participants was developed and carried out at the end of the training, according to the predefined learning goals.

As depicted in the table below, a significant positive attitude change was observed after the workshops among all 125 participants in Austria, Cyprus, France, Greece, and Spain. The biggest positive change was achieved in Building Block 9: “Assuring the quality of adult learning in the workplace” (by 15.90 % on average), which was one of the main worries of employers before the workshop. This parameter had reached only 3.58 out of 5 points on average before they attended the training – with 5 meaning highest/best score. After the workshop, employers also felt more confident in being able to set up effective monitoring and evaluation systems and to ensure adult learning in their organisations (Building Block 10) (by 15.26%, from 3.62 to 4.03 out of 5 on average).

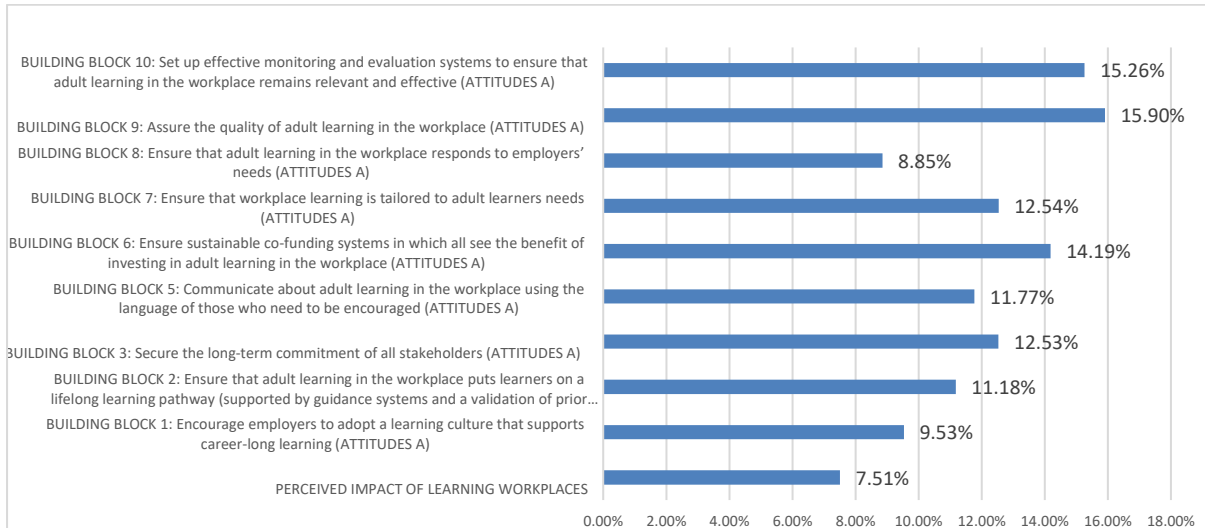


Figure 1: Average Percentage Change on Building Blocks of Adult Learning in the Workplace and Perceived Impact of Learning Workplaces

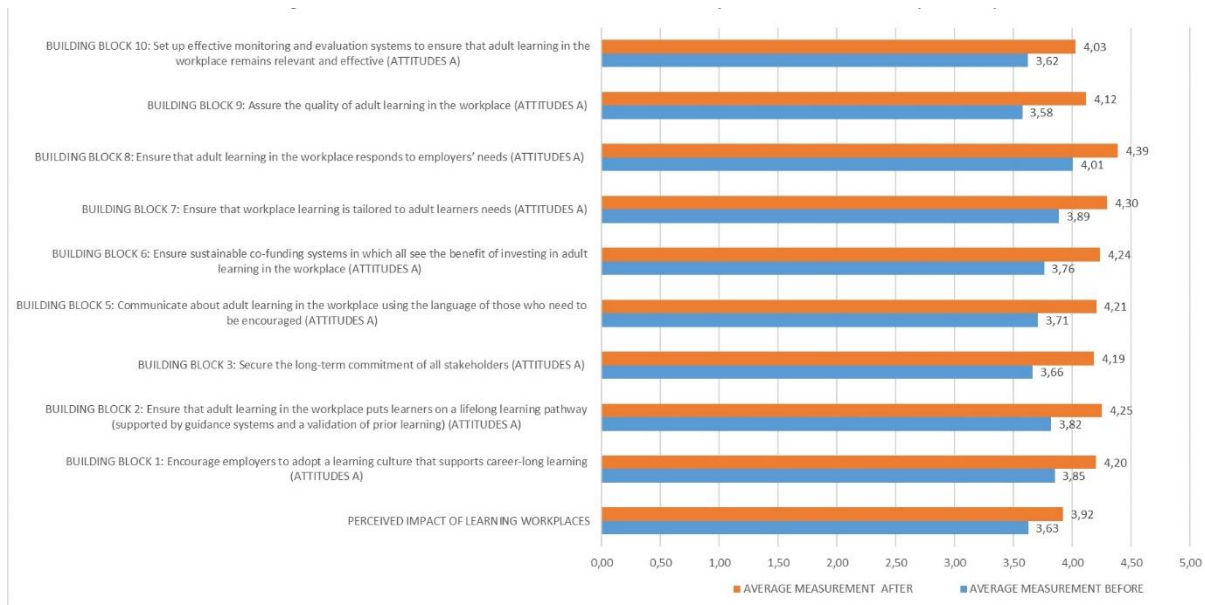


Figure 2: Average Measurements on Building Blocks of Adult Learning in the Workplace and Perceived Impact of Learning Workplaces BEFORE and AFTER the Workshops

Through a series of interactive activities, employers/managers learned important facts about Learning Workplaces and the transformation process, and they also had the opportunity to experience on their own the benefits of such a transformation and possible barriers to it. During the workshop, employers/managers deep dived into this concept and exchanged ideas and opinions within the group. This interactive approach resulted in high level of positivity towards workplace learning, not only at an individual level, but also at the overall attitude change level towards embracing the concept of Learning Workplaces. At the same time, the satisfaction level with the whole training process of the 125 employers/managers across the 5 participating countries had achieved the impressive score of 4.57 out of 5 on average, while the average scores on the learning of all participants ranged from 4.38 to 4.62 out of 5.

